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NATIONAL BUSINESS REVIEW

60 cents

Volume 9, No. 41 (Issue 358) October 31, 1979

Justice Department draws insurance creditor flak

by Ray Mazengarb

CREDITORS of R Tether (Insurances) Ltd are complaining about the Justice Department's handling of the affair — and some say they are now even less hopeful of recouping their losses than ever.

Some say they were not notified of the creditors' meeting, held on October 12. Others were advised, but say that notice was so short it barely left them time to lodge a proof of debt, let alone get to Auckland in time for the meeting.

When R Tether (Insurances) Ltd was put into liquidation by the Justice Department, an estimated \$300,000 worth of insurance claims had not been met.

Some of those left out in the cold are claiming that insurance companies have closed ranks while other creditors' interests are being neglected.

They complain that correspondence from the Justice Department's Commercial Affairs division has been scanty.

One lawyer has written to the official assignee at Auckland to request details on the winding up of R Tether (Insurances).

The liquidator, Francis Peter Evans, on the other hand, said last week he had no doubts that the Justice Department files were incomplete regarding creditors or those with possible claims against the company.

But he said the meeting had been publicised. Claimants could have gone to the meeting if they had wanted.

He said the department had notified all creditors who were on their lists — which had been

compiled with the co-operation of the broking company.

In the months before the Tether company's problems came to public light (NBR August 8, 15, 22, 29), rumours of unpaid insurance claims were sweeping the industry.

But insurance companies would say nothing publicly.

The Justice Department investigated the affair in silence, confirming its interest in the Tether company much later.

The official assignee in Auckland was appointed provisional liquidator for Tether (Insurances) following the department's drawn-out investigations.

The company was wound up under an order dated September 12.

Some creditors say they had been told they would be informed of all developments, and when they would be required to lodge proof of debts.

But some of them say that when the creditors' meeting was held on October 12, they were unprepared.

Others made it to the meeting, or had someone there to represent them.

Between 50 and 70 people were present — too many for the meeting room.

The official assignee was confirmed as liquidator and a committee of inspection nominated.

Names put forward for the committee of inspection were: Maurice Monahan, of Universal Guarantee Assurance; David Goss, of Lombard Insurance; Warren Garner, of Phoenix Insurance.

The solicitor for Russell Tether asked for Tether to be

added to the committee, sources say.

One lawyer who attended the meeting on his client's behalf wrote back: "However, the feeling of the creditors did not support this, and the names are being submitted to the Supreme Court for approval".

It is understood the three insurance companies are owed money by Tether (Insurances).

Some people with claims against Tether were present. Others contacted later by NBR said they had received no notice of the meeting.

Sources say Russell Tether gave a speech before the meeting, blaming the commercial affairs division for winding him up before he could put his house in order.

He also blamed Hugh Fagan, a broker who had written to clients dissociating himself from Tether (Insurances).

The insurance companies and the official assignee declined to give NBR a statement of affairs of Tether (Insurances).

We were informed the statement and the list of creditors were not public documents.

The statement was produced by Tether for the meeting. It shows liabilities of \$105,203 against assets of \$61,000.

Deficiency as regards shareholders is put at \$54,100. The statement refers to one secured creditor, three preferential creditors, one partly secured creditor and 19 unsecured creditors.

Sealord Products Limited, of Nelson, insured its entire fleet with Tether Insurances — an estimated \$3 million worth of property.

But it did not receive direct notice of the creditors' meeting.

Sealord also had an interest by way of chattel securities over boats owned by independent fishermen in both the Nelson and Bluff areas.

Some of the private boats sank and the claims were not met. That left Sealords tens of thousands of dollars out of pocket.

General manager R Snow said the notice of the meeting went to Bliek Nichol Ltd, Wellington brokers.

Bliek Nichol referred insurance business to Tether (Insurances) and was later cited as first defendant in a claim for more than \$100,000 originating from the Bluff area.

The Wellington firm sent notice of the meeting to Sealords just four days before the creditors' meeting.

"It was cutting it a bit fine to lodge a proof of debt", Snow said.

He mentioned another

boatowner who had received no notice.

"The official assignee should have been aware of these people", he said.

Most people he knew who had a claim found out about the meeting "through the grapevine".

Sealords solicitor contacted lawyers further south to let them know and inform their clients who had claims.

One lawyer says he was "upset" to find out that way.

Sealords' representative at the meeting said the meeting finished so abruptly that half the creditors did not realise it was over. They did not get a chance to lodge their questions, he claimed.

An Invercargill solicitor, asked what happened at the creditors' meeting, replied: "What creditors' meeting?"

The official assignee had notice of his client's (now deceased) claim but the lawyer had received no word of the meeting, nor a statement of affairs, he said.

He suggested the claim had yet to be quantified, but the estate would now have to reconsider its position.

The only correspondence he had from the Justice Department was dated three days after the creditors' meeting, when the official assignee was confirmed as liquidator.

It said the London-based company through which Tether (Insurances) had passed business denied responsibility for the claims and "it is the intention of the official assignee if he is appointed liquidator to apply to the court for directions as to the relationship between R Tether (Insurances) Ltd and Commodore General Insurance Co Ltd".

The lawyer wrote back requesting information on the winding up of the company and asking when a liquidator would be appointed and who it would be.

At the request of the lawyer, NBR provided the information.

Another lawyer from the area confirmed he had not heard of the meeting from the Justice Department and was not up-to-date with the situation.

The affair had dragged on too long, he said.

But he said he was hopeful his client would recoup his

losses eventually because the claim is also against a Wellington broker.

The general feeling of creditors seems to be that many creditors have not yet been taken into account and that there may be many more outstanding claims.

Meanwhile another company remains on the company office files: Global and Marine Insurance Brokers Ltd, incorporated in 1974 with a nominal capital of \$100.

Directors at July 11 this year were Wendy and Russell Tether.

Sharebrokers are listed as Russell Tether and R Tether (Insurances) Ltd, and the registered office is the same as that of R Tether (Insurances).

Company files disclose no record of the company being wound up.

Inside:

WHILE the National Development Bill would seem to provide an issue for the Planning Council to sink its teeth into, the council has so far remained silent. Our Economics Correspondent says if the Bill becomes law, silence may extend to eternity — Page 7.

PETROCORP's ratio of shareholders' funds to total liabilities would be considered a dangerously low figure for any private sector company. Peter V O'Brien looks at the first set of accounts — Page 11.

TIP: latest Heylen poll suggests the Social Credit wave, far from receding, is rolling on. Colin James analyses the poll and points out the dangers for both National and Labour. — Page 29.

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NBR switches to Monday publication

FOR some time now the publishers of National Business Review have been concerned about the distribution of the newspaper. From next week the paper will change its publishing day from Wednesday to Monday.

With the decision of National Business Reviews' printers R Lucas and Son, to set up a new plant at Paraparaumu, the paper will be able to vastly upgrade its publishing deadline.

Where previously the paper was printed in Nelson and suffered from delays in mail delivery from that centre, the paper will now be printed Friday afternoon, go immediately into the mail, and, we are assured, will be on readers' desks each Monday.

Some more remote rural areas may not achieve quite the same delivery but the publishers understand from the Post Office that all copies should be delivered by Tuesday at the latest.

The publishers are delighted to be able to announce this improved service and feel certain that readers will appreciate receiving their copies on Monday to begin their working week with a thorough coverage of the previous week's business, economic and political news.

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Three years hard - or old wine in new bottle

by Colin James

DO YOU want three years hard Labour? Last week I came across three people who said they did.

MPs Michael Bassett and David Caygill and Ken Douglas, leader of the working masses, argued that "New Zealand needs three years hard Labour" in a debate to mark "Labour week", the Labour Party's latest consciousness-raising device.

Bassett wanted to save erring New Zealanders from recidivism with a sentence much longer than three years. Douglas, with characteristic gentle humour and quiet logic, argued for the "dignity of labour" (spell, I think, with a small "l") against the "illusion that labour can still be exploited".

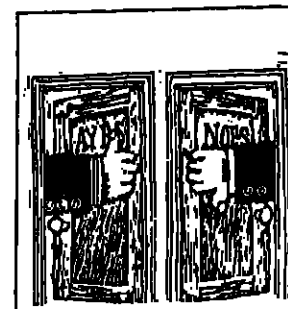
Caygill acknowledged that there was "nothing harder (about Labour) than trying to understand our philosophy. We keep trying to find it but it keeps running away from us" - a problem Douglas does not seem to have.

"Debates" of the English Speaking Union sort are, of course, not the place to go for serious discussion.

They are a peculiarly upper class British invention, a diversion ideal for idle rich and high-born who wanted something more apparently intellectual than charades. At least debaters can learn posture and postulation.

The artificial artfulness of the "debate" was nowhere better demonstrated than in an Oxford Union debate of the 1960s on a question to the effect that "this motion - be defeated", which allowed both sides to argue both cases at once.

And so it might have been in this debate. As opposing speaker jumping-bean Jim Hopkins fibbed, the gloomy, puritanical doom-laden message of "hard" Labour - purportedly espoused by Bassett and Co and endemic in some, perhaps most, parts of the labour movement - is scarcely the inspirational strength through joy" needed to carry us into the 1980s with



POLITICS

hope and enthusiasm.

(Incidentally, Hopkins' torrential tumbling out of witticisms, aphorisms, spoonerisms, scintillisms, neologisms, schisms and prisms malaproposately putted out how pitifully television has used his ticklish and titillating talents. Unhappily, Hopkins could pull ratings of 110 per cent at least.)

Labour's problem is an at best blurred vision of the 1980s for the people to look at. The problem behind that

problem is the visionary. However well chairman Bill Rowling comes across to the faithful - who have a genuine affection for him - he is not getting across to the masses. His eclipse by Bruce Beetham in the Heylen poll is no accident.

But this masks a developing leadership internally in the party. I refer to president Jim Anderton.

Anderton has the important leadership quality of infectious enthusiasm.

As no other president since Rowling at the beginning of the decade, Anderton has been getting round the branches, talking goals, targets, tactics and philosophy.

Up till a few weeks ago he had been to 45 electorates since his election in May, attended six regional council meetings and talked with six trades councils.

He had set out on a one-man fund-raising circuit of New Zealand business, seeing three or four a week. Sixty down and 300 to go was the count a few weeks back - discussing their

needs and opportunities and vieding money.

"I have been getting the kind of response (from businesses) in a non-election year that we normally get in election year," he says.

Anderton is also doing the rounds of the unions, at times turning out at 7 am to talk to workers.

So far he has been round "seven or eight" major unions. He scored a minor coup when he opened the Auckland conference of his old antagonist, the Engineers Union.

It is perhaps in union-party relations that he has made his most publicly visible impact, marching with them in May in protest, supporting them publicly in complaints on wage-fixing and other Government interference, backing the national stoppage.

He has got the Joint Council of Labour meeting again. When Sir Tom Skinner - bemuddled last week with a party gold badge - ran the Federation of Labour, relations were frosty, even at the formal joint council level. A more sympathetic Jim Knox has improved matters.

The result has been better relations between the parliamentary leadership and the unions, particularly evident during the drivers dispute.

Once the parliamentarians would have found a hundred reasons - all based on the (reasonable) belief that the average New Zealander doesn't like unions - for fence-sitting on the national stoppage. This year MPs felt they "had no choice": healing of internal divisions in the labour movement prevailed over electoral sensitivities.

MPs are being given precious little choice in other arenas which they once controlled.

Like his counterpart in the National Party, Anderton is bringing marginal seats strategy under his wing, through a committee chaired by the able and politically astute Helen Clark.

Starting more than two years out instead of less than a year out from the election, that committee has identified pressure points and aims to get an organisation - and a long-term strategy - together in each key electorate.

The party will use market research techniques and other basic tools of modern politics like a policy research team and an education unit.

An education committee under John ("Mr Ann") Hercus has started producing material for background discussion to ease the party away from half-baked branch remits as a policy formation mechanism towards a think-tank approach drawing on outside expertise the party has largely shunned in the past.

Under the old system, because remits were fragmented and often contradictory, in effect the policy council (itself dominated by MPs) used to endorse what MPs thought up, some of them from not much more than navel-gazing exercises. In future MPs will at best have a veto.

Anderton, in other words, is trying to democratise, and through that mobilise, the party.

And sharpen the administration. "Letters now get answered", as one union party man says. Decisions get actioned.

Little of this subterranean flurry of activity, this organisations restructuring, is visible yet. Primarily it has been aimed at improving

morale and making the function better, by underpinning for the campaign.

Anderton himself, who has been highly visible.

Sometimes he has been little too visible - like the paper to go to Mr. Trotter, the leader of the Opposition, who got a special preview of the set out on the way between them.

His high profile on other problems. At the recently, mayor Brown introduced Trotter, leader of the Opposition, Anderton as leader of Labour Party.

His speed is also a feather and a risk: hawks among conservatives.

Both he and Trotter, for example, are thought to be known that they are number one in the new blood in the Labour Party.

prompted some conservative round the Anderton and is trying to keep his buddies for the voters, charge he vigorously.

"We are moving everybody to look at for high calibre candidates, says, pointing out that will bring good out of the woodwork, advance of new selection round and chance of death chosen.

The pace Anderton in the organisation is rubbing off on parliamentary party, has picked up in a couple of months.

Mainly through assertiveness of some of whom have caucus committee memberships - the party become more aggressive House.

On two recent occasions had the Government unaccountably defensive.

When I wrote, about the Labour Party a few months ago (NBR, Aug. 20) an MP who conceded "every word was true" that it would all start right in October.

It is too early to say he was right. Almost what I wrote then still holds, and the improvement in organisational level has been to be fully tested membership numbers, and propaganda success.

But it is my turn to say to him that there are grounds for his optimism.

There was certainly optimism at the level of "Labour week" dinner in Wellington last week - earned praise for Rowling, admiring Martyn Finlay, the last of old "Nurdy", the last of thirty-fivers.

There was not evidence of "hard" Labour that night. But I'm still open for an explanation why I preferred the white wine to red.

IN my August piece I mentioned that Eddie Hogg, nearing the end of his parliamentary career, had assumed I based on a mistaken belief that there still a party rule limiting age of candidates.

I did thereby an injustice to Eddie, whose fitness and life, including a more "spokesman's" role, was age.

Private wool deals threaten auction system

by John Draper

WORRIED wool brokers fear the end of the traditional auction system as farmers flock to private buyers.

For every four bales going under the auctioneer's hammer one is being sold straight from the woolshed, a 30 per cent increase in private selling in two years.

Leading brokers expect the trend to continue this season. Ron Trotter, chairman of Challenge Corporation Ltd, whose subsidiary, Wrightson NMA, is the largest woolbroker handling 35 per cent of the clip sold at auction, says private selling is reaching a volume that could undermine the market.

"It has always been the Wool Board's policy to give the farmer the freedom of choice as to how he sells his wool and if this policy is to remain, it is no longer practical, effective or fair to control one form of marketing and not the other," he said.

By speaking out now, Trotter wants to spur the usually conservative industry into action.

"The board maintains its traditional policy of controlling the rate of sale then it must bring every form of selling under control and it can only justify that by offering better returns to farmers," he said.

Alternatively the board could opt out of control completely, allowing auctioneers to hold more frequent sales to suit farmers' requirements, the direction Wrightson's favour.

As more farmers leave the auction fold, the orderly system of marketing developed by the trade and the Wool Board together is in danger of collapse, creating "pools" - unaccountable slumps on the market.

Private sales have grown rapidly. In the season ending June, 1977, 1.3 million bales were sold at auction and 300,000 by private sale.

A year later auction sales had increased marginally while private sales climbed to 303,000. Last season the figures were 1,322 million and 406,000.

One scenario plotted by some industry sources, knowing that Prime Minister Rob Muldoon has spoken in favour of compulsory acquisition, comes into play when the inevitable downturn in the present high prices appears.



PRIMARY INDUSTRY

Then, it is argued, there will be strong pressure for the board to step in and buy up the clip, which with its current high liquidity and low stocks, it will be in a position to do.

And as prices continue to slide, the board might approach Government for the extra finance. The quid pro quo demanded will be compulsory acquisition dressed up in some form of "voluntary pooling scheme".

South Africa's successful compulsory acquisition scheme is being held out as the one to follow.

All wool produced is sold to the South African Wool Board which immediately pays to the farmer 70 per cent of the anticipated market price.

The balance is paid at the season's end.

The board sells by auction and acts as a buyer of last resort on unsold stocks which are valued at average price for that grade.

One agent acts for the board on most of its dealings, a position that some industry sources already claim Wrightson's is already working towards by its growing volume of private buying.

Trotter says Wrightson's buying "is purely defensive". "Someone is going to buy this wool. All we are trying to do is keep it honest," he said.

"We do not canvass the business, we only deal with our own clients on request."

Wrightson's is also keen to keep a grip on farmers' income, particularly of those who have large advances from the firm. Loans by stock and station agents to farmers are at a round \$275 million.

Staff had been instructed that the company fully supported the auction system, Trotter said.

As the largest auctioneer, Wrightson's handles around 500,000 bales of wool a year.

Trotter says private buying is less than 10 per cent of the auctioned quantity.

Private selling usually rises on the back of wool prices following the ups and downs in prices.

The governing factor is export demand.

But the level is now higher than ever before, due in part to the farmers' determination to pass many of the costs back up the chain.

Interest rates are a prime factor.

Farmers using the auction system must wait at least two months for payment and six is not unknown.

And with interest rates on overdrafts reaching 14 per cent a month, the bill on a \$100,000 clip is expensive. Selling privately the farmer can be reasonably sure of being paid within days.

But auction prices still govern what the farmer gets. Private dealers normally use an average based on the most recent auctions discounted to somewhere above the net



TRADITIONAL SALE

... brokers fear end.

auction return.

The dealer earns his living from selling at below auction prices to wool scourers or directly to exporters.

Private selling is likely to get a further boost this week if the Commerce Commission grants the Woolbrokers Association a modest 7 per

cent increase in charges it is seeking.

The application is based on the falling return on brokers' capital investment, an argument which the breweries successfully pioneered before the commission in 1976.

The application follows two rises in 1978, the first for 12 per cent in January and the second in November for 21 per cent, taking the consolidated charge to 6.127 cents a kilo.

Farmers also pay for "extra services".

The application will not go unopposed. The Examiner of Trade Practices, Alan Monaghan, is expected to report on the brokers' collective pricing agreement and the lack of competition, a point that is almost certain to be raised by Federated Farmers.

The Commerce Commission has already ruled that the agreement is to fix maximum prices only, in an unsuccessful bid to stimulate competition.

The Wool Board claims it is already looking at the threat to

the auction system highlighted by Trotter through the Wool Auction Sales Committee.

The committee consists of brokers, buyers and the board as farmers' representatives.

Separation selling is a solution favoured by brokers on the committee.

Scientific tests samples separated from a bale are already used for 50 per cent of sales at Wiri in Auckland, and up to 40 per cent in Wellington and Napier.

Nationally about 15 per cent of the clip is sold by separation.

There are technical problems to be solved on some grades before separation selling can become more widespread.

But when it does there are likely to be only two auction centres, Wellington and Christchurch.

Then it will be possible to schedule sales of smaller lots several times a week, cutting selling costs and getting the proceeds back to the farmer quicker.

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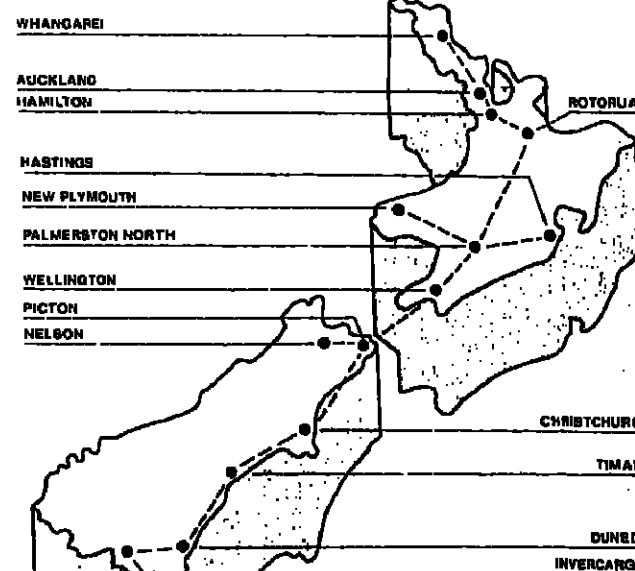
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EDITORIAL

WITH but a few weeks to go before we enter the 1980s, the future which was the preoccupation of the Planning Council when it was set up is fast becoming the present.

The Planning Council was anxious to involve people in planning, appreciating the need for popular acceptance of what would be critical decisions in shaping the country's development. Alas, its concern to involve the public is being preempted by a Government which has its own ideas of where the country must go and the means by which we must travel.

The Planning Council had talked of developing more efficient industries. It did not specify them — but did emphasise employment aspects. In contrast, the Government perceives that the greatest scope for industrial growth lies in the natural resources sector, and in energy-intensive and technology-intensive development.

Exploitation of the Maud gas is top priority, naturally enough, for a Government which aims to make the country 80 per cent self-sufficient in liquid fuels by 1985.

Energy is top of the Government's list, but fishing, forestry, tourism and processing industries based on agriculture are also in line for expansion.

The lead time is considerable, but the Government hopes to see some of the big energy-based projects come on stream by the mid-1980s — just five years away.

One problem is an army of bureaucrats in a plethora of agencies at central and local government level, backed up by an arsenal of regulations and requirements which thwart potential investment and progress.

The projects will involve several hundred millions of dollars, which means encouraging overseas investment.

The Government's avowed policy is to welcome investors. It has set up an investment unit aimed at helping investors (either local or foreign).

But jingoism remains. Labour's Warren Freer — urging greater involvement in the hotel business in big cities by the Hotel Corporation — accused the Government of selling out the tourist industry to overseas interests.

A bigger hurdle encouraging the right investment for the right developments on the right terms is the Government's own track record.

The West Germans considered labour relations important for an investor, but found industrial relations here unattractive. The Government has aggravated that problem through its attacks on trade union personalities and its provocative interventions in the wage-bargaining process.

Then it introduced the National Development Bill to streamline procedures, and minimise costly delays. But any public sympathy for the streamlining concept threatens to be lost if the Government fails to compromise enough on the more contentious aspects of its planned legislation. So, surely, public empathy for the development programme will evaporate.

The Prime Minister asserted earlier this year: "What I will not do is obstruct the progress of this country to gratify the whims of a minute minority who want New Zealand to be the way they like it." But without popular support for schemes deemed to be of national importance, the Government will be forcing New Zealand the way it wants it.

Bob Edlin

MALE chauvinism appears to be alive and well in the business community — at least in Auckland.

At a recent seminar on "Women in management" organised by Auckland University 100 women and 10 men turned up.

That alone may be some indicator of how much convincing women may have to do in the business world.

But the fact that only 15 women had their expenses and salaries paid to attend, reinforces the view.

The other 85, apparently, took days off, either unofficial or unpaid holiday, to attend.

THERE has been a good deal of discussion in the computer business on the question of sales — tax on computer programmes — or "software" as it is fashionable to call them nowadays.

Our Customs Department has at last reached a final decision on the matter, and this decision is likely to cause considerable relief among the computer people.

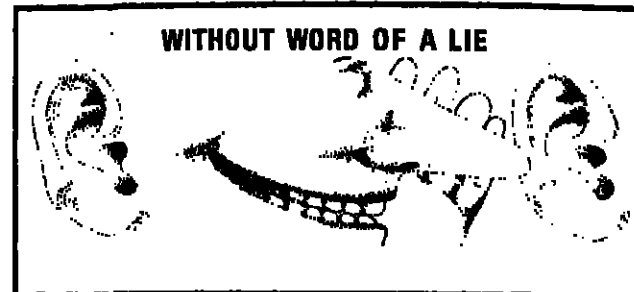
Basically, Customs will follow the lead of the European Customs Co-operation Council, in deeming the knowledge and information content of software to be non-dutiable and non-taxable.

Software in Europe, is valued only on the cost of the media — the tape or disc on which the programme is recorded — and the cost of putting it there.

For application programmes there is an additional cost associated with the conversion of the ideas into a programme. The total taxable cost is still far less than the full cost of developing the programme, and this will be so for software imported into New Zealand in the future.

For software developed here, the problems associated with tax collection will probably be so complex that Customs will not bother.

If our Government, in need of some extra revenue, ever



did decide to tax software on its full cost, the European documents provide us, unintentionally, with a useful smuggling hint. Explaining the forms in which programmes are encoded, the Eurocrats refer to "punched cards, punched or magnetic tape...."

So instead of trying to sneak an obvious magnetic tape or stack of cards past the Customs post, our computer man buys a brand new car overseas, and has the programme discreetly punched in a tiny row of holes along the bodywork.

He'd still have to pay a hefty sum on the car, of course, but at the rate programming costs are going up, it will probably be cheaper.

IN our October 3 issue, we wrote in this column about the circular received by national superannuitants from the Inland Revenue Department. Its purpose was to tell them that the rate of secondary tax was being lifted from 18 to 35 per cent but, because the circular was couched in officialese instead of being written in plain language, we predicted that a high proportion of those who received it would, understandably, fail to get the message.

Sure enough, on the first pay-out day at the new "cash-in-the-hand" rate, superannuitants began phoning their Members of Parliament. Questions were asked in the House. A ministerial explanation was made.

Now the Social Welfare Department has sent an in-

dividually addressed letter to those affected.

It declares very definitely that "PAYE tax on secondary employment earnings is being deducted from your national superannuation at the rate of 35 cents in the dollar."

"This rate has been fixed for people with two sources of income to avoid a substantial lump sum payment at the end of the tax year and to spread tax evenly throughout the year. You will not pay more tax on a yearly basis."

So it seems that the Social Welfare Department has had to bail out Inland Revenue when it comes to clarifying the message.

But we still believe that the phrase "secondary employment earnings" is going to bug retired people who haven't been employed for years but who are supposed to know that national superannuation is, technically, employment.

IF you saw a pair of garden gnomes graven in the image of the Right Honourable Rob Muldoon featuring on the front page of the Dominion on the other day — thereby hangs a tale.

Cast as a rather genial-looking gnome, lastfully glazed and carrying a watering can emblazoned with the sign of the mighty dollar, the mini-Muldoon didn't exactly take the market by storm. Or at least, not the segment the makers had in mind.

But when the National Party Conference came round, one of the organisers ordered 500 gnomes, certain that true-blues would snap them up as

mascoats. Staunch supporters of the left, and by now a bit restless about their gnomes, the manufacturers decided to fulfil the order.

They donated one to the Telethon auction, though hoping to get a bit of publicity while helping a worthy cause.

But gnome Muldoon disappeared without a trace despite a placard around his neck describing his origins and giving a clear statement of intended destination.

One of those light-bulb Avalon types apparently has a collector's item on his one.

The latest in the gnomes saga is that he's coming out of a blue glaze sometime in the makers assure us that he drips from the corner of his mouth in a ghoulish after which should ensure instant market penetration among those whose political sympathies are more in line with their own.

"BECAUSE of the depressed economic conditions, especially the young, large numbers have left New Zealand. We hope for the good of the country, they soon return. Meantime, their departure inevitably brought about a general reduction in the drinking." — Report of the Directors of Lion Breweries (July 25, 1979).

TALKING of free enterprise we can only speculate a bit on what might happen if certain Labour Party gnomes in the Wadesdown area

According to the "ominous rumblings" coming from some of the youngsters residing in the area

"Rumour has it they're at all happy about the coerced into delivering pamphlets at the behest of some local Labour official

and for no pay yet." Among those pressed into service were the offspring of Bob Jones — and the version of the story that reached our office was that they were quite keen to chip in and deliver pamphlets for their Labour-supporting aunt.

WHO is buying the ex-NAC headquarters on Wellington's Terrace?

Rumours are flying around the capital that the 15 storey prestigious office block has already changed hands, despite an advertisement in the Dominion offering it for sale last week.

Air New Zealand says it has not sold yet, though it admits negotiations are going on.

Favourite in the rumour states among the three or four potential buyers is the Government.

But the State Services Commission told NBR that it had not bought the building and was no longer negotiating to do so.

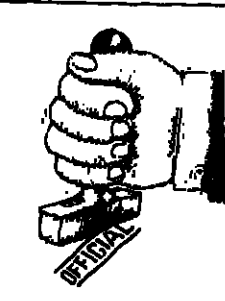
NBR understands however, a private buyer is in the final straight and an announcement is imminent.

Built for \$3 million nine years ago, the office block is reputed to be one of the best in the city though as a rental proposition the service area ratio to office space is poor.

Air New Zealand, which is still searching for Transport Minister Colin McLachlan's \$10 million merger saving will be hoping to get at least \$12 million from the sale.

Whatever the outcome of the current negotiations, Air New Zealand staff will have all moved either to Auckland or to Vivian Street by February next.

ACC publicity product provokes resignation



SAFETY booklets, two-monthly journals and a sizable flow of press releases have flowed as a matter of course from the Accident Compensation Commission.

But the latest publicity product to come off the assembly line has put the cat among the pigeons and led to the third resignation this year of a top commission executive.

The Publication, "Personal Injury by Accident", is a personal commentary by the ACC chairman, Kenneth Sandford.

The resignation has been tendered by chief solicitor John Brown, apparently over a conflict between the legal minds of Sandford (a lawyer) and Brown over matters of principle in the booklet.

Inside the commission, many are waiting to see the outcome of another battle over a matter of principle — a management battle that defines lines of control and responsibility up and down the management chain.

Outside the commission, both the Government's Quigley review and the Labour caucus review of the ACC scheme presumably will be inquiring into whether this latest upset at top management level is not another sign that the commission's administrative structure is due for an overhaul.

Should the triumvirate of commissioners with its seven directors be replaced, now that the accident compensation scheme is a going concern, by an Air New Zealand-style general manager and board structure?

The three commissioners have areas of interest. Chairman Sandford has oversight over compensation matters as well as having a

principal role in public relations.

Len. Fahy looks after the portfolios of safety and administration as well as publicity and publications.

And Bert Walker (the political appointment to replace Hugh Watt earlier this year) oversees medical services and rehabilitation.

Under the commission are the professional bosses — directors of compensation, finance, legal services, medical and rehabilitation services, safety, and research and planning.

But the theory that the commission sets the policy and the directors carry it out does not seem to work in practice.

When Watt retired he fired a few passing shots at the lack of freedom given staff to use their abilities and he said commission management is top-heavy.

"I never thought I would see the day when two commissioners sat arguing over the most suitable sized car for a safety officer," he said.

Not only is too much of the day-to-day running of the commission taken out of the hands of directors, they also suffer the effects of a classic fault of managements in trouble — static on the lines of

responsibility. Instead of one boss to report to, they have three.

The line-on-line structure of many companies or one boss (a general manager) and board to represent interests and expertise are alternative management devices to dispense with confusion of control.

The three commissioners naturally do not see eye to eye all the time on what is best for the commission.

What line to take on the disputed chairman's booklet, for example, has produced different public responses from two commissioners.

The resignation memorandum has been handed to the commission, but it is still an open question whether Brown will leave or be obliged to go through with it.

That seems to hinge on whether the booklet is to be taken as a statement of personal opinion by the chairman or an official record of commission policy.

This is confused by the mixture in the book of past decisions on disputed legal points, already decided commission policy, and some still open questions that have not been put to the legal test.

One such area is the case of the stock car driver. Can he say he has had an accident if he is injured?

Sandford says no in the booklet, because a stock car driver expects to have the injury when he puts himself into a hazardous situation.

Legal opinion within the commission is at odds with this. Although the stock car driver is in a dangerous situation on the race track, he does not necessarily expect to be injured. In fact he takes precautions against this.

This may seem like another

lawyers' argument over a small point. But if, as inside legal opinion suggests, the Sandford ruling threatens the no-fault basis of compensation, then it is easy to see why lawyers and doctors outside the commission as well, have been alarmed that the ruling could be extended to other contact sports, like rugby and boxing.

Sandford says that as a professional himself, he is as capable as anyone else to produce a legal interpretation of the Accident Compensation Act.

He says he is providing a much-called-for firm statement for those who have to interpret the Act, specially doctors, who have felt in limbo.

And which hat was he wearing when he produced the publication — the lawyer's or the chairman's?

He answers both and adds that staff have been instructed to follow the booklet's guidelines when deciding claims, an instruction he says that has the authority of the full commission.

Fahy has a different opinion. He said, on the day the news of the resignation broke, that the commission would have to consider shortly the position of the booklet. Since then he has preferred to decline comment on what the commission decided, saying it is an internal matter.

Sandford, too, has refused to discuss the effects of the booklet inside the commission or its part in the resignation affair.

"I won't comment on anything affecting staff. That's an internal matter," he said.

Commission rules on relationships with the media were outlined very clearly for

staff, (with not so gentle reminders of the consequences of breaking the rules) in a circular issued in April last year after the publication of a National Business Review article which examined the financial state of the commission.

In what was headed "A letter from the Chairman to all Staff", Sandford called that article, "highly damaging to the commission and full of half truths and outright errors ... written without checking out with me (and only the commissioners know the full story covering every aspect of our affairs)" but mainly obtained from back door snippets obligingly supplied by some members of our staff.

Journalists trying to cover and examine the progress of New Zealand's bold new social experiment had found interviews at the top to be tortuous affairs, punctuated by many "prefer not to comment" or guarded answers and in desperation had been turning to their informal contacts. They discovered the place "leaked like a sieve".

The commission still does leak, although staff are a bit more careful about admitting that their second cousin, once removed, is related to the wife of any editor, for fear they may end up like the staff member who was sacked.

This sacking followed another so-called damaging NBR article, and the staff member admitted knowing the journalist author socially. She studied with him at university and continued a friendship while in London and here.

Of course, it's not too unusual a relationship for journalists to have with a good proportion of middle-to-top-range bureaucrats in Wellington.

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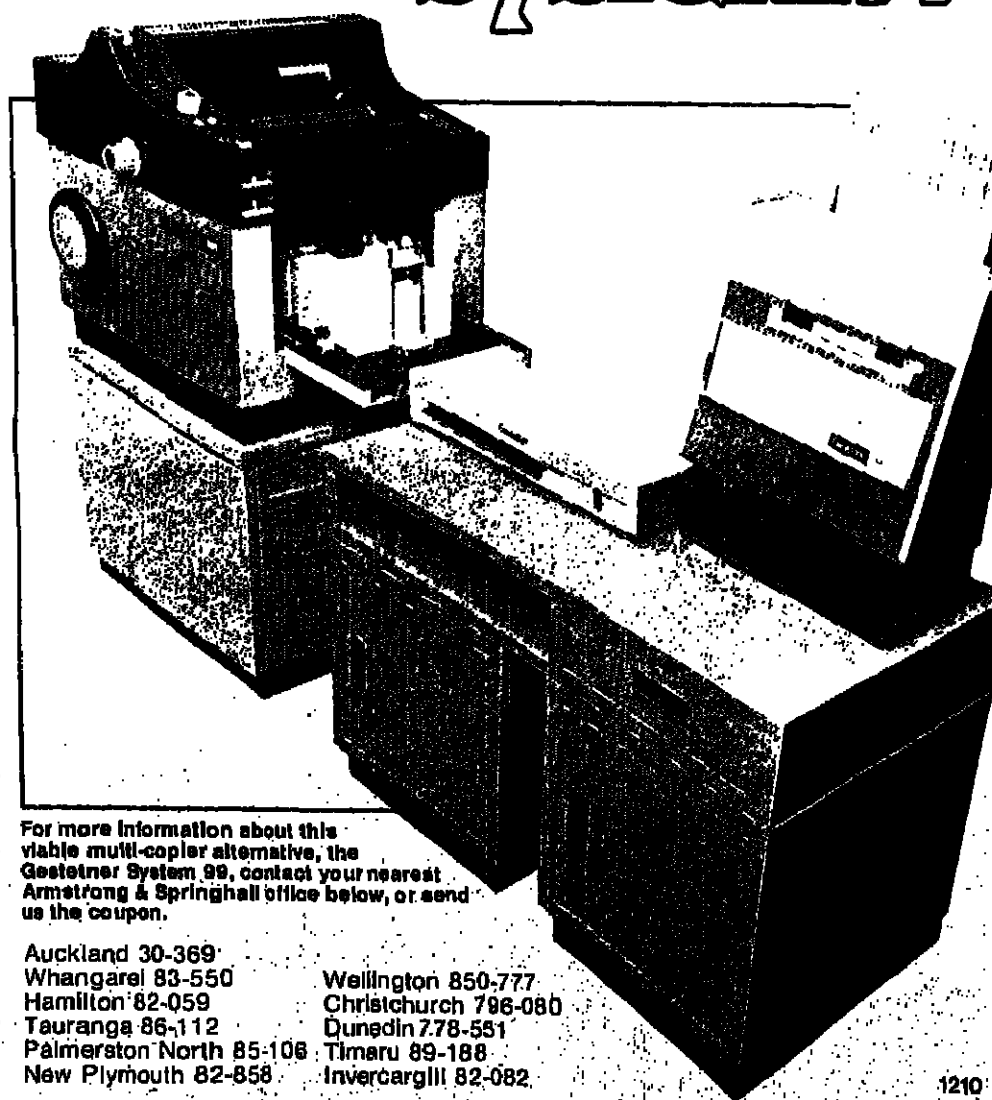
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Planners' silence deafens public

Economics Correspondent

THE Government appears committed to a "great leap forward" in industrialisation in the 1980s. And the rush is on to make the run-up-time before the great leap as short as possible.

To make sure that as little time as possible is lost, the National Development Bill has been introduced to streamline the planning process for projects declared to be of national importance.

If the National Development Bill is passed, many institutions possessing experience in the planning process will lose their decision-making powers.

And the Government will be lumbered with a \$400,000 white elephant which has been provided in this year's Budget to meet the expenses of the New Zealand Planning Council.

Not that the Planning Council has been of much use.

Almost \$1.2 million of taxpayers' money has been allocated to it in the last three years. In return it has produced several reports, not available free of charge but sold to the general public for about \$19 each. These reports were intended to inspire public debate on major planning issues. But they were either too cautious or too lacking in analytical content to be taken seriously by the public or the Government.

If the Planning Council was carrying out the functions it was designed to carry out, it would be cheap at five times the cost.

But the introduction of the National Development Bill suggests that the Government does not intend the Planning Council to be involved in important planning for the future.

The chart on this page presents a list of the functions and powers of the Planning Council, as published in its first major report, *Planning Perspectives 1978 - 1983*.

Under the New Zealand Planning Act 1977, the publication of documents which in the council's view merit wide consideration and public debate is only one of the council's roles.

Other functions include advising the Government on planning for social, economic, and cultural development in New Zealand.

The Planning Council has been vested with the power to recommend priorities on development programmes and



THE ECONOMY

to act as a focal point for a process of consultative planning about medium-term development.

Apparently one thing the Planning Council is not really set up to do is plan.

It seems that the New Zealand Planning Act 1977 is just another piece of meaningless legislation.



BARRY BRILL... get rid of bureaucracy.

For example, the Government's "blueprint for progress" underlying "the great leap forward" is not the carefully considered plan of a central planning agency. It is the brainchild of Barry Brill, the Under-secretary for Energy.

Not surprisingly, under Brill's plan New Zealand's energy and forestry resources will provide the base for rapid industrial development based on new technology.

But why all the rush? If there is merit in Brill's ideas, it is likely to blossom into fruition in the fullness of time with encouragement from the Government.

Even the cautious Planning Council was edging towards similar blueprints in its reports.

Brill recently explained the

reason for hurrying into industrial development in Straight Furrow.

"First, we need an acceptance that New Zealand has a never-to-be-repeated opportunity to regain its status as 'God's own' to achieve massive growth levels and to provide employment opportunities in abundance.

"Then we must recognise that those goals can only be achieved if our entire economy is directed towards investment rather than consumption, to productivity rather than inter-ethnic strife over cake-sharing."

Brill wants to get rid of bureaucracy and regulations so that projects of vital national importance can go ahead more quickly.

It appears that the Government is the agency which chooses projects considered to be of national importance under the National Development Bill.

So, the reason for getting rid of bureaucracy and regulation is not to introduce more competitiveness or to give the public more freedom of choice. And, Brill, of all people, is advocating totalitarian decision-making.

He wants to get rid of bureaucracy only so that his Government's plans can be implemented more easily and without regard to the public interest.

The Planning Council was set up to reflect the Government's view that there was something akin to the national interest.

As the council wrote in *Planning Perspectives*: "Groups who look to the council for a set formula to advance their own particular concerns will be disappointed. The main priority in the medium term is to encourage everyone to look ahead from the standpoint of the country as a whole."

But underlying the functions of the Planning Council is the development of channels for discovering what this national interest is. In the council's own words, "decision-makers should encourage, and participate in, a process of consultation with all people who want to build a better New Zealand."

"The council encourages participation by citizens in making the decisions which they must help to implement. People are not all the same, do not share the same experiences, and do not perceive the same solutions to problems."

"This is especially true in a multicultural society. It follows that any legitimate and effective planning process must endeavour to involve as many people as possible..."

The National Development Bill is inconsistent with the view of planning held by the Planning Council. Yet this is the very body the Government originally set up to plan.

The bill assumes massive industrialisation for New Zealand without first discovering if that is what the residents want.

There is little opportunity for people to be involved in decision-making and then there is no provision for government decisions to be reviewed in the courts.

Further, power is centralised in the executive — and it is arrogantly assumed that the necessary expertise resides there too.

The National Development Bill provides an issue for the Planning Council to get its teeth into.

Up to now, the Planning Council has been criticised for putting too much of its energies into the idealistic discussion of people and planning and the social and cultural nature of New Zealand.

Now, when those very values are being strongly challenged, the Planning Council has remained silent.

And if the National Development Bill becomes law, this silence may extend to eternity.

FUNCTIONS AND POWERS OF THE NEW ZEALAND PLANNING COUNCIL

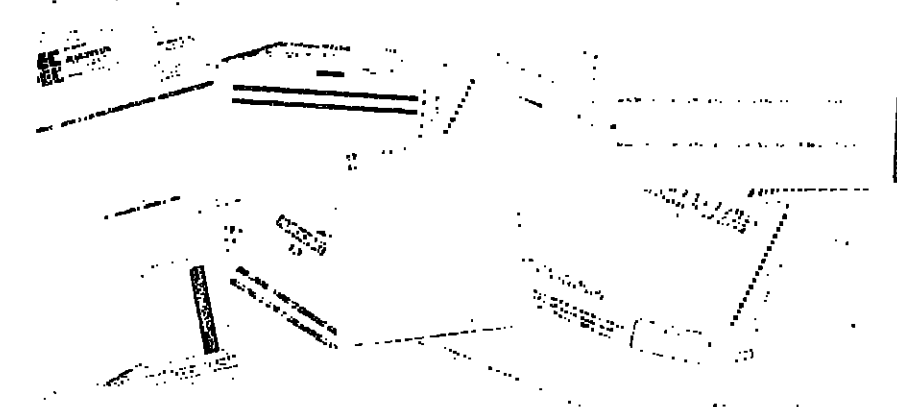
Functions and powers of Council—(1) The general functions of the Council shall be—

- To advise the Government on planning for social, economic, and cultural development in New Zealand;
- To assist the Government to co-ordinate such planning;
- To comment to the Government on programmes for social, economic, and cultural development in New Zealand, and to recommend the priorities that should be accorded to them;
- To act as a focal point for a process of consultative planning about New Zealand's medium-term development;
- To foster discussion among those agencies (Government and private) concerned with planning, particularly in the economic, environmental, social, and cultural fields;
- To submit advice to the Government on links between planning at the national and regional levels;
- To prepare reports on any matter affecting the economic, social, or cultural development of New Zealand;
- To submit any report prepared by it to the Minister if it thinks fit;
- To recommend that any report submitted to the Minister under paragraph (h) of this subsection be laid before Parliament;
- To publish documents on planning topics which in the view of the Council merit wide consideration and public debate;
- To consider any other matter which is referred to the Council by the Minister or which is relevant to the proper performance of the functions mentioned in paragraphs (a) to (i) of this subsection.

(2) The Council shall have such other functions, powers, and duties as are conferred or imposed on it by or under this Act or any other enactment.

(3) The Council shall have such other powers as may be reasonably necessary to enable it to carry out its functions.

Source: New Zealand Planning Act 1977



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Ill wind gusts across major skifield

AS the 1979 ski season draws to a close in the South Island, skifield operators, travel agents, ski-tour promoters and ski gear retailers are reviewing a season that has brought one major commercial skifield operator almost to its knees and seen predicted growth fall to a 5 per cent downturn.

The real money earners for our ski industry — free-spending Australians — were lured to the United States by better-value-for-money ski packages.

A Trans-Tasman cut price airfare fiasco further robbed the skifields of Australians and, to cap it all, the one vital commodity for skiing fell late and stayed thin. This coupled with erratic weather, kept the local recreational skier at home.

Some skiing-involved companies did remarkably well.

But the financial woes of Porter Heights Developments Limited has prompted an extraordinary meeting of shareholders in Christchurch.

For Porter Heights, the closest field to Christchurch, the season was a disaster.

The field opened late. Unkind winds whipped away the light dry snow which fell early in the season before it could be compacted, then poor weather kept the field closed at money-earning weekends.

At season's end the field had operated for only 45 days against 84 last year, and 91 for the mean average.

According to a report circulated among shareholders, income plummeted \$100,000 below budget.

The company's main bankrollers — the Bank of New Zealand and the Development Finance Corporation became apprehensive.

The upshot at least of the BNZ's concern is two proposals, which will be submitted to what is expected to be a stormy shareholders' meeting today.

The first proposal is that shareholders contribute between \$400 and \$500 each to raise the \$50,000 needed to allow the company to open next season.

When shareholders have swallowed that bitter pill, directors will ask for permission to raise another \$150,000 from outside sources.

Porter Heights finds itself at a stage where events in the next 12 months will make or break the company and could provide the chance for a substantial investor to move into the strong-growth skiing industry.

The company is now in a position where investment of \$500,000 or more is vital.

Eyes have been cast over the prospects — Midland and Radio Avon among them — but the major stumbling block to further investment is the present shareholding.

It is small, parochial and skiing orientated and, to date, unwilling to see an outsider take control. Big investors therefore see no prospect of control of the company and naturally will not risk money without a say in how it's spent, particularly in view of the indifferent results so far.

At a time when Porter

Heights was most receptive to perhaps a substantial minority investment from outside, came the now notorious La Chapelle report on avalanche danger at the field.

The company is so sensitive about the report's contents that it has threatened to sue anyone who publishes it.

The company and potential investors with no real knowledge of skiing went into a cold sweat at the vision conjured up by the report of hundreds of skiers caught under avalanches. But skiers continued going blithely to the field.

Privately, most ski industry people poo-pooed the report by the Canadian avalanche expert and were relieved that La Chapelle had not taken too much notice of the avalanche danger at other fields.

Publicly they tut-tutted. And Porter Heights was labelled Avalanche Valley, much to the amusement of thousands of skiers who indeed see avalanches — set off by the field's ski patrol using explosives after expensive avalanche training overseas at the company's expense.

It is under these clouds the shareholders' meeting will be held before a depleted board... three of the seven directors have recently resigned.

Porter Heights' shares were reported valued at \$2 before this season's problems, and because of the substantial and appreciating assets on the mountain, they would still be worth around \$1.40.

There are 149,440 shares held by 72 shareholders. A profit of \$1375 was made in 1976, and in 1977 this increased to \$26,077 on a total revenue of \$153,806.

But 1978 saw less snow with profit down to \$2230 on a turnover of \$183,384.

Company spokesman Ian Satterthwaite said Porter Heights had not had a good year this season.

"You can't expect to have a very good balance sheet with outgoings over 82 weeks but only 10 to 12 weeks coming in," he said.

He admitted the company had a "liquidity problem", but this would be settled within the existing shareholding and all creditors had been paid.

Porter Heights is seen by tourist operators and others in the ski industry as having the potential for an eminently marketable and profitable undertaking.

Pessimists in the company say another season like this year's will see shareholders giving up the burden to perhaps Midland or someone else willing to jump in with the necessary development of more lifts, accommodation and facilities on the mountain.

Porter Heights' financial bind is not typical of the South Island ski industry this season.

But, there was an estimated downturn in budgeted receipts of 15 per cent, with turnover down about 5 per cent on last year.

The great cut-rate air fare fiasco of June and July contributed to this.

The cut-rate fares, say industry sources, were introduced at too short notice for Australian skiers to take advantage of them. Instead they were filled up practically

overnight by New Zealanders using them for a quick holiday in Aussie.

One tour operator had nine tour groups near full under the scheme and had to cancel the last — 300 skiers — when the seats to complete the groups just were not available.

Suddenly New Zealand wasn't the place for Australians to come to for a skiing holiday. Australian ski interests pumped \$50,000 into a Ski Australia campaign which netted, for instance, 11,000 skiers from South Australia, which has no snow.

For between \$800 and \$1800, Aussies could spend up to a month at an American ski resort... and did. Heavenly Valley in California offered 21 lifts, casinos, saunas, thrilling night life.

For up to \$500 we offered Coronet Peak after two years in a row of poor snow.

But next season? That promises to be different.

The airfare fiasco has been resolved, with Air New Zealand settling its trans-Tasman fares now for next



TOURISM

season. While only 2 per cent of seats are taken by skiers in winter, that 2 per cent transforms to half or two-thirds full hotels and motels near a ski area in our traditional off-season.

More tourist operators specialising in skiing are setting up shop here and better marketing expertise is being employed in Australia and that virgin territory, Japan, to lure the dollars and yen.

And at last the ski industry is shaking itself down to some kind of operating pattern. This

year for the first time, sectors of the traditionally fragmented and jealous but potent money-earners are co-operating fully.

At Methven the other day, for instance, was a ski industry "pow-wow" aimed at shuffling the jigsaw pieces of skifields, tour operators, retailers and others into some sort of clearer and co-ordinated picture.

Relying on a sometimes elusive commodity like snow for prosperity puts a speculative edge on any investment in the skiing industry, but this poor season shows that edge can be dulled to something vaguely glittered with sound and shrewd financial management.

Lake Ohau sold itself aggressively both in Christchurch and Australia, no doubt influenced by Radio Avon's desire to see something for the \$70,000 the station invested. The result was a big upturn, although no accounts are out.

Even better are reports that already bookings are coming

in for next season, given by returns and word of mouth. In contrast, Treble Cone, field with probably the best potential in the South Island for development, did as well as itself as well as suffered.

Mount Cook, Coronet maintained its traditional glum silence, are not published says, but the field made a substantial loss.

Revenue was put at \$100,000 with a shareholder's annual meeting giving promise from the tourist and coaches through accounts.

Mount Cook chairman Henry Wigley pointed to snow covered Radio Avon's desire to see something for the \$70,000 the station invested. The result was a big upturn, although no accounts are out.

Mount Cook is only negotiating the lease of

Continued on p. 9

Commission chief job ad fires speculation

by Belinda Gillespie

THE job of Commissioner for the Environment is up for grabs.

Incumbent Ian Baumgart is due to retire in April next year and the position was advertised in the Public Service Official Circular the other day.

"Applicants who may not wish to hold the position indefinitely" will be considered. In some cases, even "transfer or secondment for a fixed period" may be appropriate, according to the advertisement.

The inference drawn from the advertisement about the permanency of the commission's job has caused speculation in government circles.

One interpretation is that the job — a modest one, as far as heads of departments go, with a salary of a mere \$30,000 odd — need not be regarded as the end of the line by those who apply.

The more ambitious could regard it as a stepping-stone to

even better things, rather than the pre-retirement summit of achievement.

Again, the ad might be intended to attract a suitable applicant from "outside" — perhaps a university — who would be prepared to take it on for a few years but not as a permanent career.

More ominous interpretations are possible.

Is the commission to have its wings clipped and be put under the control of some other Government agency? Or carved up and shared among departments — a fate suggested at one time for both the Wildlife Service and the Tourist and Publicity Department?

If its submissions on the National Development Bill are successful, of course, the new commissioner may end up with a job that is somewhat different from the one he applied for — and one that requires him to take on a more aggressive role than is usually required of Government heads of departments.

The job has come up at a



IAN BAUMGART ... due to retire.

crucial time for the commission.

The National Development Bill, now under consideration by the standing committee on Lands and Agriculture, for the first time gives the commissioner legal status.

Submissions on the Bill are due to begin today.

Although not yet public, the commission's submissions are

said to state a case for further beefing up the commission's role, while leaving aside the broad environmental implications of the Act as a whole.

The commission has evolved into its present form without the benefit of an act of Parliament and has created its own opportunities, intervening as it saw fit where and when environmental issues needed to be raised.

The commission is said to be hoping to take on the role of advocate for the environment, pleading the case for the best environmental option — in place of its present ambivalent position.

Though legally undefined, historically, the commission has functioned as a compromiser between the demands of developers at one extreme, and the clamour of environmental pressure groups at the other.

This jury-like function — when and if the bill became law — would be taken over by the Planning Tribunal, which would preside over the hearings for schemes put on

the fast-track skids by Order-in-Council.

It would hear, among others putting their cases, the proposer of the scheme as an "advocate for development".

If the Commissioner for the Environment had his way, he would be an unabashed advocate for the environment.

As matters stand, the Bill gives the Commissioner the statutory right to appear at the hearing, but his role there remains undefined.

The commission apparently wants its advocacy to go on record.

It wants the Planning Tribunal to be required to include comment on economic, environmental and social matters when it reports back to the Minister of National Development.

The reasons why the commission's recommendations were accepted or rejected would then be a matter of public knowledge.

There is some feeling that if the commission isn't given a statutory mandate for environmental enhancement and protection under the National Development Act, it will lose a lot of its clout.

The tribunal hearings will pull together at one time numerous statutory agencies with a degree of specialisation in their particular areas — whether soil, water, health or others — which the commission cannot achieve.

Its previous function, partly as an assembler of relevant information, could be usurped by the more time-efficient one-hearing procedure.

Plastic money pushers try travellers cheques

VISA, the plastic money people, are launching an attack on the world-wide traveller's cheque market — but without either of the two New Zealand banks in the system.

Visa hopes to achieve its target of 10 per cent market share within a few months by persuading at least one leading bank in every major country to issue its cheques.

And within five years the international bankers club which operates Visa, is aiming for a 40 per cent market share.

Both the Bank of New Zealand and National Bank

are club members but neither is rushing to be first in the market this time.

An essential for any successful travellers cheque is acceptability and both banks, which already use a range of international travellers cheques, are adopting a wait and see stance.

But elsewhere the war is hutting up. Visa is well on its way to its short-term target after converting Britain's Barclays Bank, Standard Chartered Bank and Trustee Savings Bank plus several smaller American banks.

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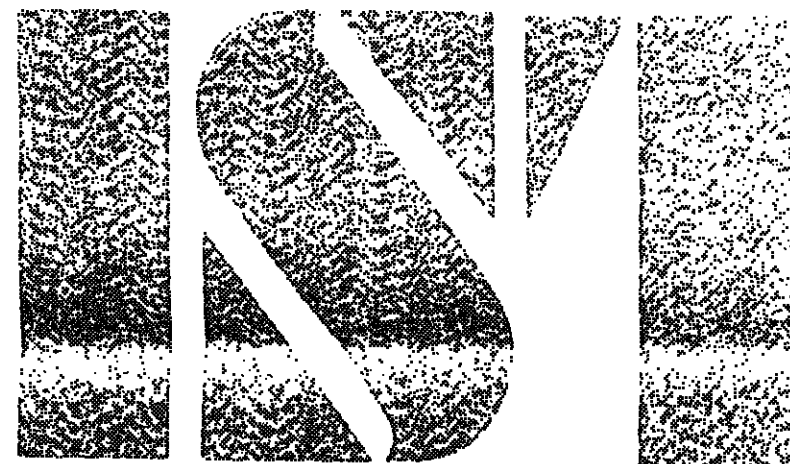
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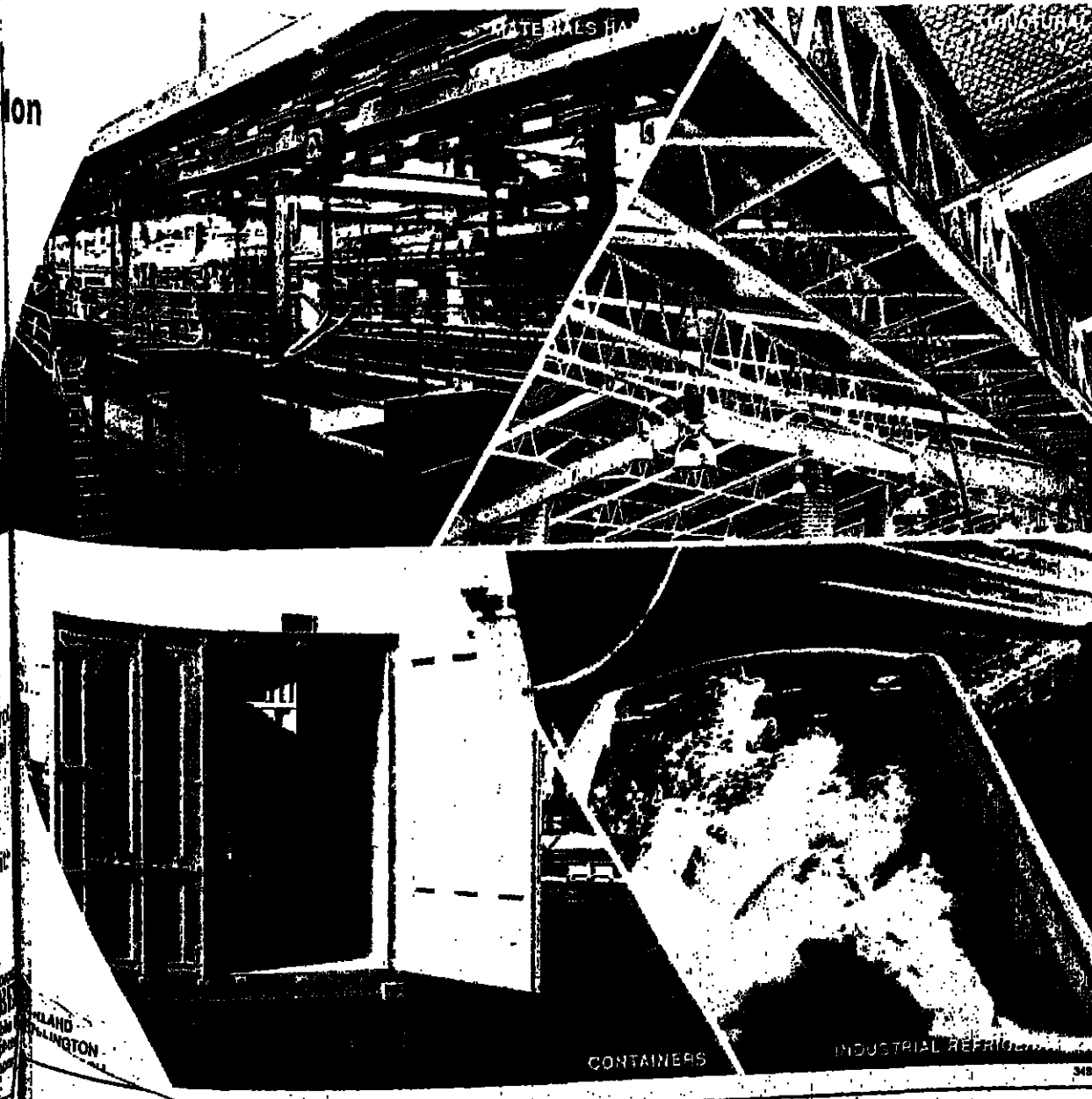
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BILL BIRCH ... minority partner

Political pressure put on Petrocorp

Energy Reporter

THE future role of Petrocorp is far from certain.

Energy Minister Bill Birch is known to have told at least one of the company's directors that the only place for Petrocorp in the proposed multi-million dollar Maui petrochemicals scheme will be that of a minority partner.

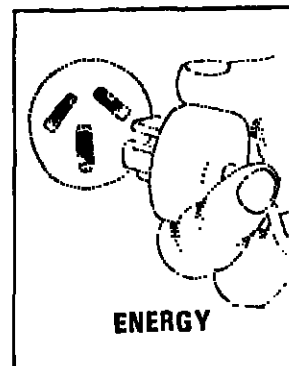
It is clear that political pressure also had a hand in the recent move to make public the planned ammonia urea plant for Taranaki (Petrochem).

Government Ministers have been keen to convince the company that the country's

prospective onshore exploration licences should either be given up by Petrocorp to the "preferred" mining companies, or satisfactory "farm-in" arrangements should be vigorously pursued by Petrocorp.

The Liquid Fuels Trust Board report to the Government on the future of Maui Gas without taking advantage of American computer analysis of Petrocorp's \$3000 million petrochemicals scheme is another indication of the attitude offered by some politicians to the company.

Yet it would be wrong to assume that the Government's



rediscovery of its free enterprise philosophy is entrenched enough to crush the young state-owned company. At the recent Prime

Minister's reception for the young Saudi prince Nawaf Bin Abdul Aziz, not one of the "preferred" mining companies was represented. But Petrocorp chairman Frank Orr was there.

Prime Minister Rob Muldoon is known to have been a keen supporter for the establishment of the company from the start, and not even the insistence of certain cabinet Ministers that they be in attendance during Petrocorp discussions in the Prime Ministerial suite is expected to change his attitude.

Yet it is the day-to-day problems which are clearly

occupying much of Petrocorp's time.

The recent release of the company's first annual report (detailed Page 11) highlights the disturbing equity-debt ratio.

The weeklong shutdown of the Maui production facilities causes more headaches, and the long, expensive and abortive attempt to find oil and gas in commercial quantities at Toko has put the group further into the red since the preparation of the annual report.

A "bad" press continues to be a feature of the group's operations. Few journalists can boast about having located the Petrocorp general manager Jim Hogg by phone since he got the job in March 1978.

Reports on drilling operations are scant and irregular.

The move to locate the 40 million ammonia urea plant at Kapuni became an exercise in persistence and vigilance for journalists covering the story in the early part of the year.

Yet to the company's credit the recent well-orchestrated news conference on the proposed \$3000 million petrochemicals development was as good or better than that offered by BP (NZ) Ltd a few weeks earlier. Concise and frank communication was the feature.

Petrocorp's subsidiary company, the Natural Gas Corporation, continues to provide the backbone to the enterprise (net profit before tax \$10.333 million).

The "shotgun" marriage to Petrocorp in March last year has certainly not changed its satisfactory image or efficiency of NGC.

Petrocorp directors will promote NGC as its group's flagship for the future to help generate a similar image for the rest of the group.

Ski battle

Continued from Page 4.
jungle — resisting the urge to take a sledge to the environmental objections to the Rastus Burn ski field proposal. While many of the objections to the proposal have melted away under the soothing and costly concessions the company has made, some hardcore objects still see Mount Cook as a rambling giant bent on concreting over half the Remarkables.

The town planning hearing for permission to build the Rastus Burn field has ended in Queenstown, with the Lakes County Council due to report. It is hoped, early next year.

Mouni Hutt decided to delay \$700,000 worth of expansion of the field because attempts fell to just below last year's. Company chairman Peter Yeoman observed that "development goes in leaps and bounds. This happens to be one of those stock-taking years. There aren't many people taking leaps this year."

As the development plans are reduced, some dividends paid and the columns ruled off for next year, the industry hopes the white comedy largely elusive this year will turn into the black by arriving on cue next season.

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Bland Payne Fenwick Limited has become Marsh & McLennan Fenwick Limited.

We're overjoyed.

No business is immune to change and Insurance Brokers are no exception.

For us, the winds of change are blowing warm, not cool.

From the First of October, our entire Group will be known as Marsh & McLennan Fenwick Limited and the name of Bland Payne Fenwick will become a pleasant memory in many a company's filing system.

This change has come about as a result of Marsh & McLennan acquiring a greater shareholding in our Group.

So Marsh & McLennan Fenwick Limited we are.

If you are wondering how a solid, well respected New Zealand Broker suddenly felt about becoming part of the world's largest Broking Group, we beat you to it.

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More still, it's going to mean that our Clients in New Zealand will have even greater access to the latest developments in international insurance and we'll show them how these will apply to their businesses in particular.

As part of this Group, our international buying power will be increased, as will our resources to plan on a broader scale.

In New Zealand, there'll be no changes to names on doors. Bob Fenwick is Managing Director. Kevin Heerdegen is responsible for the Auckland office, Jim Meikle for Wellington and Don Harrison looks after our Christchurch office.

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Analysing annual accounts

by Peter V O'Brien

THE Hawke's Bay Farmers' Co-op Assn Ltd is a medium-sized company (capital \$3.8 million, shareholders funds \$12.1 million), but the 1979 annual report is well ahead of the offerings from larger organisations.

The company says it believes in "a policy of full disclosure within the bounds of practicability", and considers that the information this year is a major advance in this direction.

"It is hoped to improve and expand on these statements next year."

The only comment required on that statement in regard to the profit and loss account relates to more information on the company's expenses, and possibly a further breakdown of earnings by divisions.

The group gives a summary of earnings from "trading sales", from "commission and other sales", and "other earnings" (including interest earned, rents, and so on).

It may be impractical to provide additional information, particularly as the company has less diversification than the big three stock and station companies, but it is a point worth looking at.

The balance sheet could do with some updating. Land and buildings are recorded at 1975 valuations, on the basis of assessments of registered valuers, and presumably (although the report does not say so) were based on then market realisations.

Possible changes since that time suggest that the company could revalue again, particularly as it seems to be making reasonable capital profits from the sale of fixed assets.

Apart from those matters, the company has given its shareholders an excellent summary of the year's trading, current financial position, and clear explanations of changes to items in the accounts.

The whole report is set out in



OUR ACCOUNTS AND HOW WE USED THEM

ASSETS	HOW WE USED THEM
Land and buildings	For the production of wool, stock, and other products
Plant and equipment	For the production of wool, stock, and other products
Stocks	For the production of wool, stock, and other products
Debtors	For the production of wool, stock, and other products
Creditors	For the production of wool, stock, and other products
Reserves	For the production of wool, stock, and other products
Provisions	For the production of wool, stock, and other products
Other assets	For the production of wool, stock, and other products
Other liabilities	For the production of wool, stock, and other products

unambiguous prose, and with the financial jargon confined to areas where it is impossible to use any other language.

This is all done in 24 pages of text and figures, with none of the glossy photographs which too many other companies think are a substitute for information.

HBFC covers well two areas that have been emphasised in this column for some time;

taxation liability and movements in current liabilities and current assets. In the latter case the company gives a sixfold division of stocks in a note to the accounts, and comments on substantial changes in other current liabilities and assets in the following short, but easily understandable passage in the managing directors' review: "The balance sheet shows a

large increase in debtors and advances. There were a number of reasons involved, but a large proportion of the amount shown was of a temporary nature only.

"For instance, for a very short period co-inciding with our balance date, we had \$1.7 million owing to us in respect of sheep and cattle sold for export.

"We also had a number of large bridging advances relating to significant land settlements in July.

"Livestock debtors were \$1.6 million higher than in the previous year partly because of increased numbers of stock, but far more significantly because of increased values.

"This item highlights the major increases in working capital that our industry is being called on to find under today's inflationary conditions.

The company has deliberately made funds available to a large number of farmers in the past year for extra livestock, the extension of their present farming activities and farm development."

The formal accounts reflect the improvement experienced by all stock and station groups in the 1978-79 financial year.

Net profit doubled, although the previous year's figure was not particularly spectacular, being \$63,000 less than in 1977.

The increased profitability shows up in the return on year end shareholders funds.

The company earned 12 per cent on those funds, compared with 7.4 per cent in the previous year. The return is still only average, but is a clear improvement on 1978.

But net profit in a co-operative stock and station company gets distorted when compared with other companies. HBFC paid out \$365,000 in "rebates to trading

shareholders", an increase of \$169,000 over 1978. The rebates are a flat amount of wool, stock, fertiliser, and a varying percentage of the value of "retail cash sales".

The payments, broadly speaking, give shareholders an effective higher return on their investment, and to that extent affect comparisons of profitability between the company and other companies in the industry.

A similar improvement shows up when each farmer's realised profit from resources plus depreciation is related to total assets. The return last year was 5.7 per cent, compared with 4.2 per cent in 1978.

The change has to be qualified a little due to the inclusion of and building up 1975 valuations, a new referred to earlier. It is a reasonable, while not too marvellous.

The need to carry the sizeable increase in debtors and advances affected the relationship between shareholders funds and net assets, in spite of the much higher profit (most of which went to reserves).

The proprietorship ratio was 41 per cent at balance date, against 42.5 per cent in 1977.

In view of the extract for the managing directors' review, the ratio has probably improved since balance date, although it could not be again when farmers look to money to cover the tax bill in March, 1980.

That drain is already predicted as a likely cause on liquidity in the economy, and will certainly be felt in the rural service companies.



"Would you mind leaving a receipt so that I can show it to the Income Tax people...?"

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Only a loophole precluded formal takeover

by Peter V O'Brien

CHALLENGE Corporation chairman Ron Trotter missed the point when he commented on criticism from the Society of Investment Analysts on recent share deals in Haywrights and Tasman.

Trotter was reported in the daily press as questioning whether the society properly understood the matter.

He is also reported as saying that the previous large shareholders in Haywrights Challenge and Fletcher with 63 per cent of the capital had insisted on an undertaking that the minority shareholders would be respected by the H W Smith and New Zealand

That raises various matters discussed in NBR Business Week on October 3) before the society issued its appropriate statement.

It also brings in another issue. Only an anorakous loophole in company law allowed the consortium to buy 63 per cent of Haywrights without making a formal takeover for the whole company.

Takeovers are controlled by the Companies Amendment Act, 1963 sometimes referred to irreverently as the "Ron Brierley Amendment Act", because Brierley's activities in the early 1960's seemed to lead to the act being passed.

Section 263 says the act shall not apply in respect of any scheme involving the making of offers for the acquisition of "any shares in any company if offers are made to not more than six members of the company".

The section means that you can buy more than 50 per cent of a company provided you buy from fewer than six shareholders.

It is appropriate to mention here that Justice Minister Jim McLay's attention has been drawn to this apparent anomaly. While the provision may have been suitable in the less complex corporate days of the 1960s, it is now out of date and should be removed from the statute (for the various reasons listed in the article of October 3).

It remains to be seen whether anything happens. And even if something is done it may not be in this session of

Parliament, given the state of the legislative programme.

As long as the provision remains it is hard to see how people can insist on buyers of more than 50 per cent of a company's capital looking after the other shareholders, unless it is made a condition of the sale that something has to be done within a given time period.

Trotter's reported statement that the sellers were prepared to reveal the price, but have to leave that matter to the buyers, tends to negate the insistence.

The fault on the price revelation issue falls, equally in my view, on sellers and buyers.

But, as mentioned on October 3, companies the size of Challenge, Fletcher and

NZFCAC could "be expected to have a responsibility to the other shareholders".

It is a pity that the questions raised in the Investment Analysts Society's statement, and in the media, involve Challenge Corporation and Trotter, because they have been in the front of corporate communication since the early 1970s.

Trotter was the first company chairman in New Zealand to hold detailed briefings for the media and for investment managers of large institutions.

Some of those occasions involved blunt talking, but the various comments have been taken up in Challenge's later reports and disclosure of information.

In 1978 I had a dig at the annual briefing, in the form of a music review of the Challenge symphony as performed by the Corporation orchestra. But the briefings

have been a valuable innovation in company affairs this decade.

The proof of that is seen in the growing number of companies which are prepared to hold these gatherings, and in those who now face sophisticated questioning at the regular meetings of the Society of Investment Analysts.

The second issue relates to

Tasman. It is no doubt true that eventually the market, as represented by many small shareholders, will see a better Tasman as a result of the arrangements entered into with the Government. At the moment, as the society rightly says, the information is unavailable, and the point missed is that the information should be available now.

Trotter's comments on that deal in fact added a little more information to that already available in the market.

The Tasman deal leads to another matter regarding Fletcher and Challenge.

It is time someone stated exactly what plans these companies have in the development of the country's natural resources.

These two large corporations seem to be closely involved with the State in the development of those resources.

By itself there is nothing untoward in companies having the foresight, even the vision, to see the potential of the resources.

But there is a danger in any possible quiet alignment between the State and major organisations, whether they be unions or corporations without regular public information. In either case there is potential for the individual to become submerged in the "national interest", as defined by over-powerful forces.

Publishing: potential immediate gain

by Peter V O'Brien

CAPITAL gains on the sharemarket will probably become more difficult in the remaining two months of 1979, but there could be some potential gain in publishing groups as they present their interim reports for the six months to September.

Wilson and Horton, publishers of "The New Zealand Herald" gave an indication of the industry's likely performance last week when it announced a substantial profit rise for the first half and suggested that the year's result will be well ahead of last year. The directors said they "were confident the full result for 1979-80 will substantially exceed the figure for the previous year and more than match inflationary trends".

The other publishing companies on the list are Allied Press, Christchurch Press, INL, NZ News, and United Publishing and Printing.

Allied Press received publicity during the recent battle between two South Island groups for control of the company. The decision to close down Dunedin's Evening Star was hardly a bull point for the shares. A full takeover will remove the group from the Stock Exchange list, so it is now of little concern to the market.

INL was examined here some weeks ago, mainly in the context of comparatively large trading in the shares. It now appears that, apart from some buying by the Australian group News Ltd, the scrip has been going to various corporate or institutional organisations and other investors.

INL has a large newspaper stable, including both Wellington dailies, two of the country's weekend publications (Sunday Times and Sunday News), Truth, the Hamilton based Times and numerous other smaller and specialised newspapers and periodicals.

The share price last week was \$1.62 after reaching \$1.68, the high for the year. The low was \$1.23, so several buyers are already showing "good gains" in a relatively short time. The dividend yield from last year's 14 per cent was 8.5 per cent, the highest of the publishing groups.

At that price and yield there may be room for further gain, provided the company reports a solid improvement in



profitability for the first six months of the current year.

NZ News also had a high yield last week, at 8.7 per cent, from a 16 per cent dividend in respect of 1978-79. Profit last year was \$3,005,000, compared with \$2,455,000 in 1977.

The shares were selling at 5.5 times earnings last week, based on the figures to March. Assuming the company improves again, that figure is not particularly high, when considered in relation to Wilson & Horton's historical figure, and those of the other companies.

NZ News' circulation "anchors" are the Auckland and Christchurch Stars and the Women's Weekly.

Last year's dividend was covered 2.1 times, so there could be room for an increase this year if profitability follows the pattern set by Wilson and Horton, although the company lifted the figure one per cent in the latest accounting period.

United Publishing and Printing is the intriguing company among the publishing sector. Based in Rotorua, but with interests in other towns, the group is regularly talked about in terms of a takeover offer from one of the other organisations. Nothing has happened so far, but there is little doubt that the chat will rise again in future.

Net profit for the year ended March 31, 1979, was \$974,737, compared with \$900,415 in 1978, a rise of 8.2 per cent. The dividend was increased to 10 cents a share (20 per cent on the 50 cents units), the third year in succession that the company has lifted the payment to shareholders.

The profit increase may seem relatively small, but the dividend still has a cover of 3.6, with an earning rate of 36.8 cents (71.2 per cent) a share. The dividend yield last week was 6.2 per cent, and the shares were selling at 4.5 times 1979 earnings.

The industry will have problems this year with rising costs, particularly newspaper, the substantial lift in communications' charges, and higher wages. The Wilson and Horton interim report referred to "substantial" increases in the price of newspaper, and to "some uncertainty in the economic outlook for the final quarter".

The recent level of economic activity (although it may evaporate in the coming months) probably assisted advertising revenue among

the larger publishers, and would have an effect on their ancillary commercial printing operations.

On balance, the sector seems to be enjoying a good year, and should be able to carry the improvement into the second half. Tighter economic conditions in the first six months of calendar 1980 could dampen returns a little, unless the Government engages in another of its "fine tuning" policy adjustments.

At present prices the companies are worth consideration, relative to the rest of the market, in spite of the overall steadiness which is now appearing in share price movements.

NOTE: The writer neither owns, nor has a beneficial interest in the shares of any publishing company, but has a journalistic association with Wilson and Horton Ltd.

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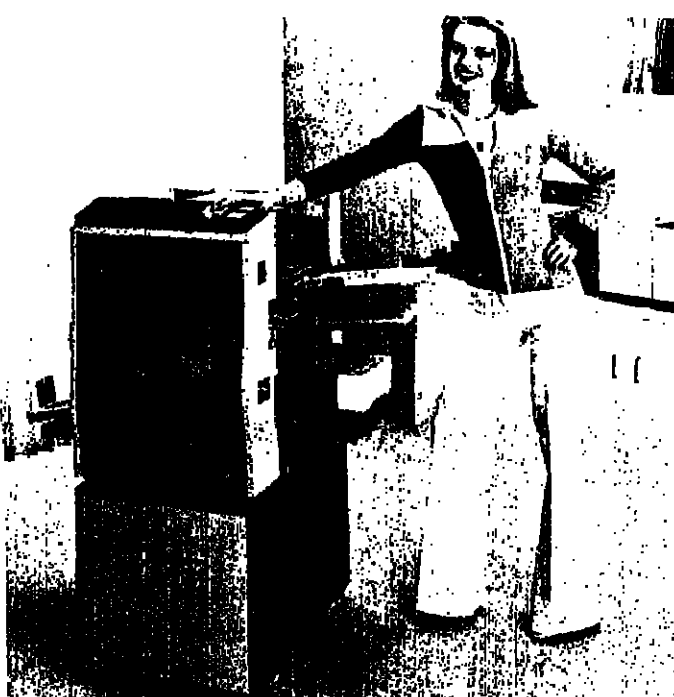
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NBR SHAREMARKET SURVEY

WEEK ENDING OCTOBER 25, 1979

[illegible]

1978 High Low	Last Sale	Week's High	Week's Low	Dividend %	Reported Turnover	Dividend Yield	P:E Ratio	1978 High Low	Last Sale	Week's High	Week's Low	Dividend %	Reported Turnover	Dividend Yield	P:E Ratio		
105	105	105	105	12.0	1400	5.7	3.4	260 158	J. JORDAN	185	185	185	9C.0	1600	27.0	92.5	
240 130	AJAX C.F.M.	220	---	17.0-0	0	132	10.4	182 100	DUNN	180	180	15.0	2200	8.5	3.7		
100 90	A.J. WHITE	160	---	11.5	0	72 55	J. WEBSTER SNE	40	60	60	60	16.0	300	13.5	8.0		
110 101	ALCAN, SOC	145	---	70.0-0	0	6.4	4.4	140 115	J. WATMAN	130	130	130	16.0	300	13.5	8.0	
240 130	A.L.I.	242	---	24.2	21000	24.2	7.7	190 133	J. PATTER	165	165	16.0	200	7.3	4.1		
255 220	ALLIANCE, SOC	59	59	59	14500	11.9	3.1	210 210	KEARNS-GATINA	210	---	3.0	0	1.4	3.1		
76 58	ALLIED PAPERS	220	220	280	160	3200	7.3	4.8	67	L.W. SUPERIOR, SOC	76	76	9.0	9800	11.0	5.9	
210 124	ALLY PRESS	19	190	150	11	12900	-0	59	45	LAMES, SOC	57	---	11.5	0	10.7	1.9	
250 200	ALLY STEEL	250	---	15.0-0	0	6.0	134.9	212 180	L.S. WATHAM	205	205	205	16.0	3300	6.8	4.8	
250 200	A.M.BISLEY, SOC	220	220	220	25.0	300	5.7	6.0	71	LEVLAND, SOC	102	102	102	10.0	11.0	5.9	
103 77	AMPOL PET., SOC	120	120	120	7.5-5	2300	3	6.0	76	76	76	17.5	27400	11.5	7.8		
113 77	A-MEAVEA	121	121	121	12.0	6400	9.9	5.1	55	L.W. OIL, SOC	12	12	22	---	2900	---	55.0
113 104	A SPRINGHALL	115	115	114	16.0	5000	12.2	3.5	105	---	25.5	10.0	0	6.2	5.1		
240 200	A-SHERMANT	220	220	220	20.0	100	9.1	1.7	145 112	MARLEAP CORP, SOC	205	205	205	50.0	6.1	5.2	
240 200	A-BARNETT	240	240	240	16.0	100	6.7	3.4	220 165	MAIR, SOC	165	165	16.0	0	8.4	2.9	
100 100	A-BELLIS	105	105	103	12.0	100	11.7	1.1	160	HANCOCK, SOC	162	---	16.0	0	6.5	4.9	
100 101	A-BELLIS	315	315	295	10.0	4500	3.4	4.9	190 130	PANTHEL	180	---	16.0	0	6.5	6.0	
350 287	ARTHUR BATES	250	---	22.5	0	9.0	4.3	190 170	PARAC	175	177	175	16.0	1500	7.0	7.6	
250 250	ASHBY VERM	200	---	20.0	0	10.0	6.5	180 150	RECAPINE, SOC	115	115	115	16.0	700	7.0	7.6	
215 175	A-CABLE	60	62	60	5.0	7400	5.4	3.1	190 145	KCECHWIA	190	---	12.0	0	6.5	6.0	
415 400	ATLAS, SOC	425	425	425	13.0	3100	3.1	11.1	120 81	REPENTIS, SOC	100	---	15.0	0	7.8	4.6	
25 13	AUCR, GAS	182	182	168	0	2700	6.7	8.7	180 125	---	125	---	12.0	0	---	19.2	
221 175	AUROPA, SOC	199	---	12.5	0	6.3	6.0	24 12	R.N. RESOURCES, SOC	23	25	23	---	6400	---	19.2	
92 70	AUTOCART HOLDS	90	90	90	8.8	1700	9.8	9.4	90 55	R.N. RESOURCES, SOC	70	70	70	13.0	1150	1.0	7.5
79 30	BAILLIE, SOC	60	60	60	6.0	15200	6.7	6.7	140 115	HOUSTON, SOC	126	126	125	7.5	12100	1.0	7.5
87 72	BALLINS, SOC	86	86	85	14.0	2400	8.1	6.0	380 130	R.P.I.M.	175	175	175	15.0	7600	8.6	4.7
150 140	BANK NSV	350	350	350	32.0	1400	9.1	5.1	140 114	MOSELEY	114	115	114	15.0	5500	11.4	4.4
81 33	BEACON PETA., SOC	70	70	70	0	0	8.0	40	50	RODIA BROS., SOC	78	78	75	15.0	4500	8.6	3.9
81 33	BING HARRIS, SOC	75	75	75	12.5	3000	8.3	17.4	90 73	MOTOR TRAC, SOC	78	78	78	14.0	4800	4.0	52.0
105 104	B.M.W.T. FINANCE	160	160	140	14.5	1400	8.1	8.4	MSI BROS	MSI TRAD, SOC	125	125	125	4.0	4.0	6.2	6.4
42 32	BRANIFF, SOC	55	55	55	0	1600	11.5	3.5	265 150	TR-COOK	155	144	142	11.0	3500	5.3	6.1
35 28	BRIDGEMAN, SOC	55	---	4.0-0	0	5.5	5.7	569 260	R.I.W. HOLDS., SOC	269	---	15.0	0	7.2	48.5		
241 201	BREIDEMAN, SOC	240	240	240	16.0	100	6.7	3.4	260 178	MAIR, SOC	178	178	178	16.0	5900	13.4	7.4
205 181	BRIDGEST, SOC	250	290	288	24.0	36000	4.1	6.7	135 130	WATSON	135	135	135	13.0	360	9.4	2.4
76 65	BORG, SOC	72	72	72	11.0	11.0	8.6	6.6	535 530	NEC KAJIAPU	530	---	15.0	0	13.1	18.0	
76 65	BORG, SOC	75	75	74	14.0	23600	9.3	8.8	535 530	NEC KAJIAPU	530	---	15.0	0	13.1	18.0	
140 100	BROWN BLAND, SOC	1200	1200	1150	16.5	3600	2.7	17.5	115 98	NEIL ROBINSON, SOC	115	115	115	1.5	4400	10.9	4.9
140 100	BROWN BLAND, SOC	1200	1200	1150	16.5	3600	2.7	17.5	115 98	NEIL ROBINSON, SOC	115	115	115	1.5	4400	10.9	4.9

Bonus Issues of Ordinary Shares Pending

151	81	HUNTING CAT, SOC	65	65	65	11.0	1500	8.5	9.0	112	81	N.J.P.F., SOC	102	102	102	15.0	1600	8.0	8.0	5.0	5.0
152	150	MURKIN CAT, SOC	152	152	152	12.2	200	10.0	10.1	195	150	N.J.P.F. PART.	195	195	195	15.0	1600	8.0	8.0	5.0	5.0
153	150	C.F.P.	153	153	153	15.0	17000	10.3	3.0	272	200	N.J.P.F.	269	269	269	20.0	15.0	6.4	6.4	6.4	
154	150	C.F.P.A.	154	150	155	15.0	300	7.7	6.4	325	238	N.J.L.B.	325	325	325	20.0	15.0	6.4	6.4	6.4	
155	150	C.F.P.	155	170	170	14.0	4300	8.8	8.1	325	238	N.J.L.B.	325	325	325	20.0	15.0	6.4	6.4	6.4	
156	150	CANT-THOR	210	210	210	10.0	12600	3.4	0.9	10	16	N.J.L.L.M., SOC	0	20	20	15.0	15.0	6.4	6.4	6.4	
157	150	CANT-FIBER	255	255	255	10.0	12600	3.4	0.9	10	16	N.J.L.L.M., SOC	0	20	20	15.0	15.0	6.4	6.4	6.4	
158	150	CAPITAL RADIO, SOC	340	340	340	10.0	12600	3.4	0.9	10	16	N.J.L.L.M., SOC	0	20	20	15.0	15.0	6.4	6.4	6.4	
159	150	CAPITAL LIFE, SOC	67	67	67	10.0	400	7.5	12.0	10	16	N.J.L.L.M., SOC	0	20	20	15.0	15.0	6.4	6.4	6.4	
160	150	CARBONIC TCE	240	240	240	15.0	15.0	5.6	4.7	185	108	N.J.L.L.M., SOC	116	116	116	15.0	15.0	6.4	6.4	6.4	
161	150	CARTEL HOLD	280	280	280	15.0	7777	7.7	7.3	220	165	N.J.L.L.M., SOC	116	116	116	15.0	15.0	6.4	6.4	6.4	
162	150	CERANCE	193	191	160	10.0	10500	8.3	4.9	40	21	N.J.PETROL, SOC	415	415	415	15.0	15.0	6.4	6.4	6.4	
163	150	CHALLENGE	222	222	220	15.0	7777	8.8	6.0	40	21	N.J.PETROL, SOC	415	415	415	15.0	15.0	6.4	6.4	6.4	
164	150	CHENREX	100	100	98	11.0	0	11.0	0	192	162	N.J. STEEL	162	162	162	15.0	15.0	6.4	6.4	6.4	
165	150	CHENREX GAS	65	165	165	10.0	1700	6.1	6.7	395	325	N.J. STEEL	395	395	395	15.0	15.0	6.4	6.4	6.4	
166	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
167	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
168	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
169	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
170	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
171	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
172	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
173	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
174	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
175	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
176	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
177	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
178	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
179	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
180	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
181	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
182	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
183	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
184	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
185	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
186	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
187	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
188	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
189	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
190	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
191	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
192	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
193	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
194	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
195	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
196	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
197	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
198	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
199	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	
200	150	CHEN PRESB	240	240	240	10.0	13800	5.3	5.7	100	100	N.J. STEEL	100	100	100	15.0	15.0	6.4	6.4	6.4	

Company	Opens	Closes
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[illegible]

*Auric Corporation	1 Jun 1979	1 Dec 1979
Aust Guarantee	23 May 1979	22 Nov 1979

[illegible]

Bowering Burgess	28 Jun 1979	28 Dec 1979
Broadlands	14 Jan 1980	14 Mar 1980

[illegible]

Challenge	11 Oct 1979	10 Apr 1980
*Credit & Investments	1 May 1979	1 Nov 1979

[illegible]

F & P Dealer Rentals	15 Jun 1979	7 Dec 1979
Foodstuffs (Otago-Southland)	11 May 1979	11 Nov 1979

[illegible]

Comard N.Z.	14 Jun 1979	14 Dec 1980
Marac Holdings	5 Sep 1979	5 Mar 1980

[illegible]

Smiths City Market Finance	11 Oct 1979	10 Apr 1980
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[illegible]

U.D.C. (Deb. Stock changed

[illegible]

New Department Chair

[illegible]

[illegible]

REMOVAL

NBR / NZUC SHARE PRICE GRAPH (Base 1957 = 100)

1978

Year	Number of people (millions)
1960	335
1965	340
1970	345
1975	340
1980	345
1985	350
1990	355
1995	365
2000	375
2005	380
2010	385

Month	High	364.05	Dec
	Low	352.09	1979

Year	Number of people (millions)
1960	315
1961	316
1962	317
1963	318
1964	319
1965	320
1966	321
1967	322
1968	323
1969	324
1970	325
1971	326
1972	327
1973	328
1974	329
1975	330
1976	331
1977	332
1978	333
1979	334
1980	335
1981	336
1982	337
1983	338
1984	339
1985	340
1986	341
1987	342
1988	343
1989	344
1990	345

Reserve Bank	Year to Date	High	1556 (Sept)	Feb	Mar
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[illegible]

LOW	HIGH	June	July
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100

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1. What is the purpose of the study?

NZ offers resources: Japan stakes capital

TWO important points emerged loud and clear from the three-day Sixth Japan-New Zealand Businessmen's Conference in Auckland.

• New Zealand has the resources, and
• Japan the money and know-how to develop them.

It was a case of everybody being ready, willing and able to get into the act.

Goodwill and a spirit of co-operation prevailed throughout the two plenary and two group sessions.

New Zealand co-chairman Brian Tolley, set the atmosphere at a news conference the evening before the 130 delegates got together for the official opening.

He made clear that the job of straightening out this country's economy and restoring prosperity lay not with the Government, but with the business sector.

The business sectors of both countries, Tolley noted, had maintained contact and good relations throughout the 'cool' period following Muldoon's bickering with the Japanese

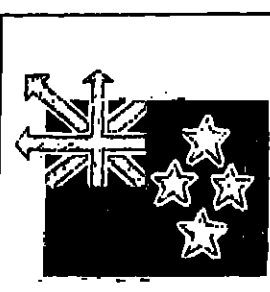
Government over fishing rights to the 200 mile economic zone.

Tolley and his group leaders, W Haddon Vernon of New Zealand Steel Mining Ltd, Peter Johnston of W & R Fletcher (NZ) Ltd and Ken Forsyth of Sealtrans Consolidated (NZ) Ltd were out to sell New Zealand's resource potential to the Japanese, who appeared almost as eager to accept the outlines put forth.

Tolley got off to a positive start by announcing at the opening a target growth figure of \$2 billion in bilateral trade by the year 2000.

Alluding to the Government's effect on the business sector, Tolley told delegates:

"Probably the most destructive force in the 1970s has been the fear of uncertainty. This is particularly so in industry which has become very vulnerable to administrative decisions, there are many examples of this which have had the effect of slowing down investment and the whole process of decision making."



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Tolley said New Zealand's resources, coupled with an infrastructure to enable them to be exploited and a well educated labour force, should enable us to offer under appropriate balance, opportunities for Japan.

Deputy Prime Minister Brian Talboys wasted no time at the conference opening reminding the Japanese that the Government wants fair conditions and access in agricultural trade.

He spelled out to the Japanese there would be no

privileged treatment for potential foreign investors, a referral perhaps to the 15-man investment-seeking mission under Manufacturers' Federation president Fred Turnovsky who was in Germany the same week.

Talboys reiterated the Government's stand on a more liberal foreign investment policy and announced the publication of a growth opportunities catalogue to be published later this year.

Talboys spoke also of Government efforts to make the process of investing capital here smoother.

And attention was drawn to the formation of an Investment Unit with the Department of Trade and Industry, to assist local and overseas investors in researching their proposals and in gaining necessary Government approvals with minimum delay.

The Japanese outlined their continuing need for reliable supplies of raw materials, and in particular, energy.

Kolchiro Ejiri, executive managing director of Mitsui

and Co Ltd said Japan would welcome the opportunity of investing in New Zealand's surplus coal, gas and hydro power.

"We shall be pleased to provide all possible co-operation, especially in regard to technology and finance," he said.

Earlier, Japanese chairman Norishige Hasegawa, who is vice president of the Japan Federation of Economic Organisations and chairman of Sumitomo Chemical Co Ltd, said his countrymen are particularly interested in investing capital in tourism, fishing, forestry, coal, natural gas and other mineral resources.

The three groups — A discussing raw materials and manufactured goods, B discussing foodstuffs and C discussing transport and tourism — issued reports at the end of day two.

Group A noted Japanese requirements for regular moisture regain and residual grease content in scoured wool, and inquiries into processed wool. Japan also expressed a need for freight rates between the two countries to be contained if wool was to be competitive.

The question of radiata pine as a Japanese building material was aired, particularly Japan's 10 per cent duty on sawn pine.

The Japanese said production of crude steel had declined, and as a result, contractual quantities of New Zealand ironore could not be accepted. However, output in Japan is gradually improving. Foreign investment again

surfaced during the Group A discussions, and both sides noted the Government's relaxed approach to this area, particularly with joint ventures.

Group B reported it had made progress in the areas of fishing and kiwifruit, and assured the Japanese that would be sufficient supplies of lamb and mutton available.

Both sides touched on dairy imports and the Japanese surpluses of butter and milk.

New Zealand's ability to export frozen and fresh vegetables and fruit to Japan lay in its ability to compete with other countries, particularly the US, the delegates heard.

In general, delegates from both sides undertook to examine further, any gaps in areas of concern within the present trading framework.

Group C, on transport and tourism, discussed New Zealand's investment in New Zealand's tourist industry, following the opening of air links between the two countries in April next year.

The Japanese raised the need for more efficient facilities — a must if Tolley's \$2 billion target is to be met — and the need to maximise existing services to avoid extravagance in sea lane port.

In a joint communiqué, conference end, Tolley and Hasegawa expressed optimism for the future trading relations between New Zealand and Japan, and in the success of Japanese investors wanting to develop NZ resources.

California, here we come—kiwifruit and all

by Katherine Findlay

HOLLYWOOD startlets may soon be nibbling New Zealand delicacies in a Los Angeles restaurant which will boast food, fillings and front-of-house staff from this country.

And if all goes to plan for Export Provedores (New Zealand) Limited, such a restaurant will be but number one in a world-wide chain.

Attached to each restaurant will be a shop stocked with top-quality New Zealand food and food-related products.

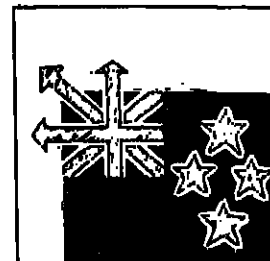
It's no pavlova-in-the-sky idea although "soon" may be a slight exaggeration.

"It's not even an original idea," says managing director, David Conway.

"The Scandinavians have been doing it in London for years. We've been thinking about it on and off for a number of years, but it takes a long time to carry out a research programme."

Export Provedores is an Auckland company whose five directors and shareholders come from a "who's who" of the New Zealand catering industry.

Conway ran a hotel in his native England for eight years and is managing director of Hospitality Press Limited. He is founder and president of the South Pacific Hotel and Catering Institute, the professional management



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body of the accommodation, food and beverage service industry.

Chairman is Harold Innes, a former managing director of Waikato Breweries, patron of the Connoisseurs Club, and the driving force behind the conversion of Auckland's Albion Tavern into an English-style pub.

The other three are Dennis Marshall, who is cabin services director of Air New Zealand, Cliff Trillo, of Trillo's Downtown Limited and president of the Food and Cookery Association of New Zealand, and Terry Dunleavy, executive officer of the Wine Institute of New Zealand.

London, — the centre of our biggest export market and host to a large expatriate kiwi population — initially seemed the obvious place to begin such a venture.

Over the past two years the company has used the research resources of a brewing company to examine the possibilities. The upshot was the conclusion that they needed a location which had a direct and regular Air New Zealand service.

The arrow swung towards California.

Export Provedores is negotiating with an American food-service group (Conway declines to name it), which has its own hotel chain, a commercial catering outfit, advertising agency and transport fleet.

"You name it, they've got it," says Conway.

A tentative location in Los Angeles has been found.

"We believe in having a major partner in the base area. You have to know what the trends are, what type of establishment will succeed, what the best area is for it, and what is the best location within that area," says Conway.

"You have to know the local regulations about things like

health, fire and the employment of staff. If you try and organise that sort of thing from New Zealand you'll fall flat on your face."

"After all, you are in direct competition with every other restaurant in the area."

Because of that competition, the style of cuisine will be American.

If the trend favours southern-fried lamb with sliced kiwifruit on top, then that's how the patrons will get it. None of Mrs Kiwi's Saturday night roast leg and baked spuds.

"We're not missionaries for New Zealand cuisine," says Conway.

"We're missionaries for New Zealand food and associated products."

Except for the chef and the manager, staff will be employed by the American partner.

Young New Zealanders planning a trip to Los Angeles under their own steam may be recruited by the company in New Zealand, but in general



DAVID CONWAY ... not even original

plans are to keep the New Zealand end of the operation fairly lean.

Once Export Provedores knows the cost of this venture it will expand into a public company. But any profits will go into restaurant number two.

For this reason Conway sees as ideal shareholders people or companies which want to promote their own export

products. Exporters of carpets, wine, crockery, table linen, for instance.

The Export-Import Corporation has expressed interest in the venture and Export Provedores has informed the Government of its intentions.

It is not looking for Government involvement, — just help.

Help which in a private enterprise country Conway expects in the form of lack of hindrance.

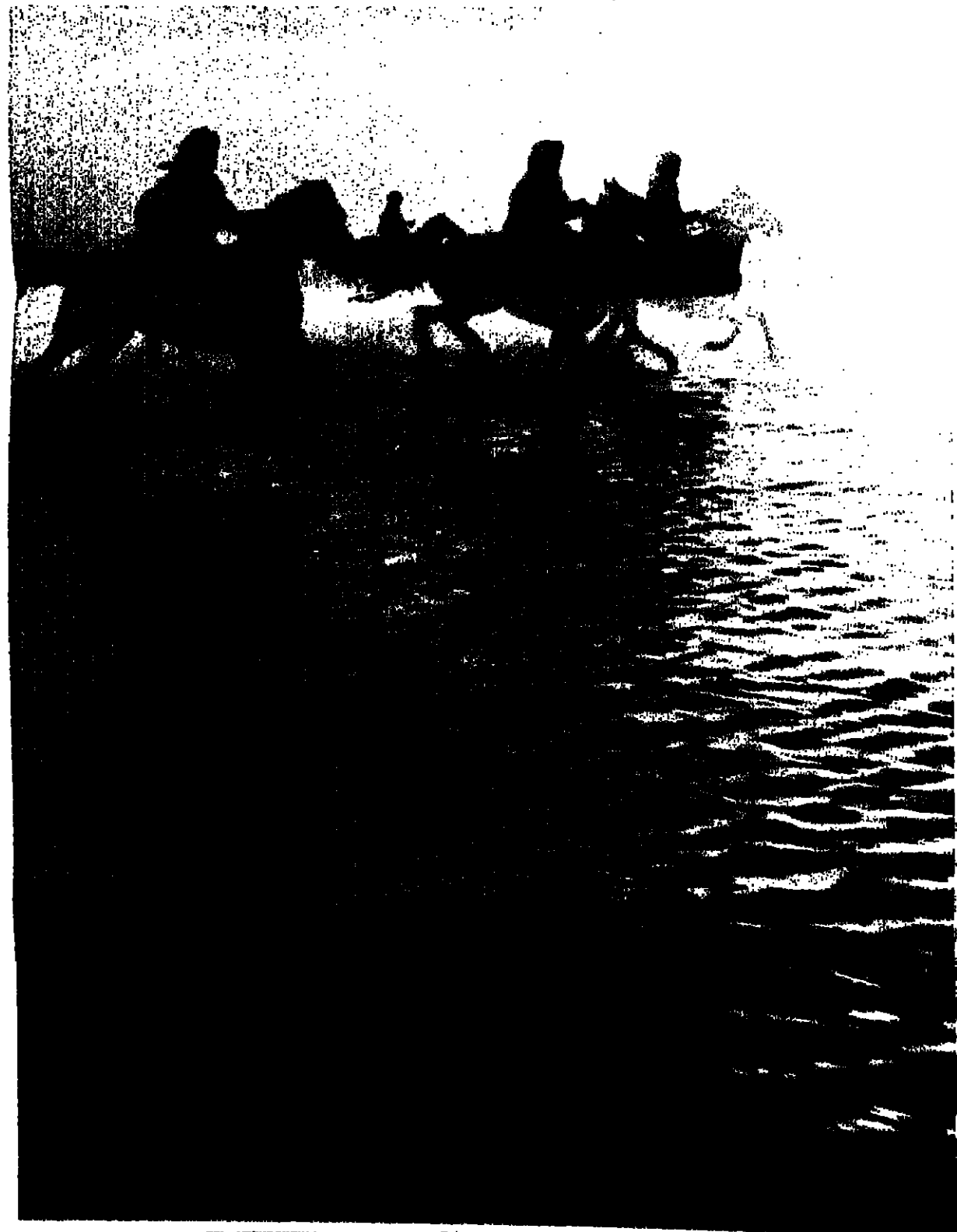
Government interference in commercial practice is all too prevalent, he says.

The idea has been enthusiastically received by exporters — and, from people who want work in the United States, says Conway.

He and his fellow-directors are optimistic. "We wouldn't have gone this far if we weren't," he says.

"The Americans do a lot of planning and a lot of research. But when they decide to move, things happen very quickly."

An dusk descends on Bahrain's Ras Al Barr, Arabian stallions shatter momentarily the calm of the warm Gulf waters



ARE YOU A COMPANY DECISION MAKER?

CONGRATULATIONS!

You will obviously be familiar with Signature, New Zealand's top leisure magazine now reaching over 48,000 discretionary spenders.

Here are some interesting facts from a recently released McNair survey report about Signature readers that will help you improve your market share.

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- overseas travellers - 85% in the past two years.
- owners of more than one car - 65%
- business owners, chairmen, managing directors or manager - 55%.
- owners of pleasure items - colour TV, stereos (89%), boats, aircraft, holiday homes (54%).

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Signature - published by Shortland Publications (A division of New Zealand Newspapers Limited), P.O. Box 58-133, Auckland.



Signature - a magazine of Diners Club of New Zealand.

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MR
The Managing Director of TOLLEY INDUSTRIES LIMITED has asked us to advise on the following key appointment:
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[WELLINGTON: TOP FLIGHT SALARY + SUBSTANTIAL BENEFITS]

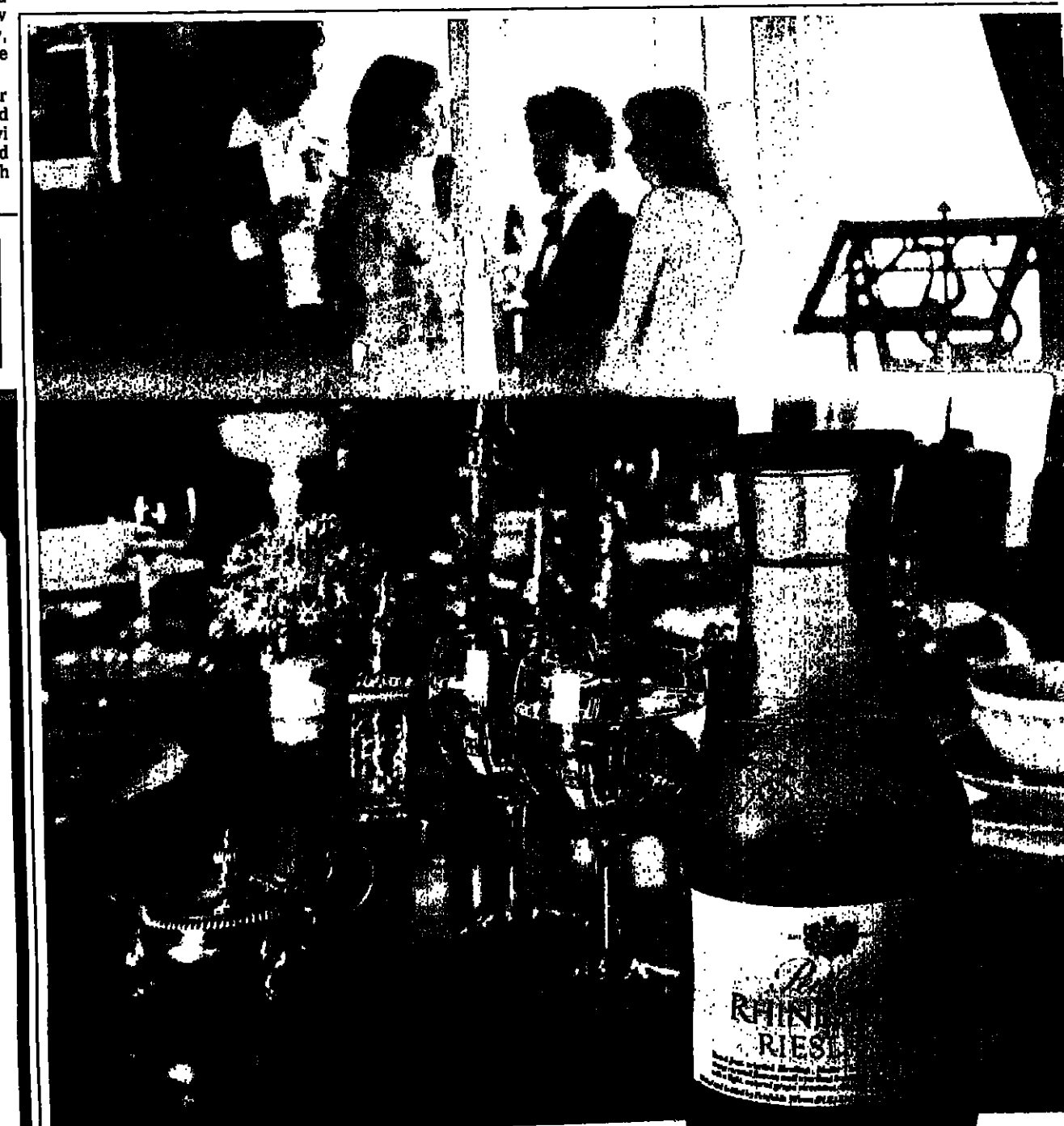
This appointment is due to the return of the Company's General Manager to Canada in mid 1980. Applications for this senior executive position are sought from within the existing management team and suitably qualified candidates from outside the Company. The Company is a major New Zealand manufacturing organisation operating in several segments of the electrical industry, and exporting a considerable percentage of its output to the Middle East, USA, Australia and the Pacific. The Divisional Managers of the four operating Divisions; Cable, Switchgear, Transformers and Agencies; are accountable to the General Manager for the development of strategy, planning and for operating performance. This is an excellent opportunity to manage an important export orientated Company. The location is in the Head Office, Wellington City.

REQUIREMENTS
• Proven successful line management experience preferably in the industrial product area.
• Must be well versed in modern management techniques with highly developed human relations skills.
• Ability to plan, organise, control and motivate a management team.
• Age range flexible but preferably 35-45 age group.

REWARDS
• A top flight salary is available plus substantial benefits. Details to be discussed at a confidential interview.
• Relocation expenses.

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The Nestle Company*
(New Zealand) LimitedThe Coca-Cola
Export Corporation

Caxton Printing Works Limited



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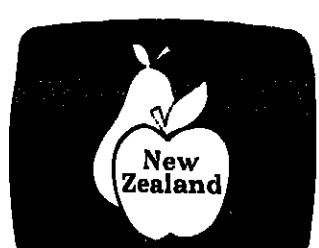
Villa Maria Wines Limited



New Zealand Railways



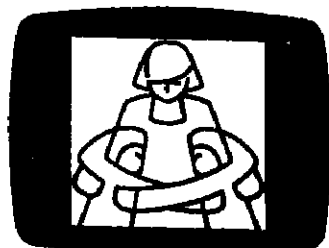
Castrol N.Z. Limited

The National Bank
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State Insurance Office



Ministry of Transport



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Station 3ZB Christchurch

Quik Stik
International LimitedTatua Co-Operative
Dairy Co. Ltd

Australian Tourist Commission

Goodyear Tyre
and Rubber Company
of New Zealand Limited.

and...

Dobbs-Wiggins McCann-Erickson Limited.

We wish we had room to list every client — because in 1979 we'd like to say a special 'thank you'. This year, as part of the world's largest advertising agency network, we celebrate 25 years of advertising service to New Zealand business.

* Split Account

I myself personally...

TESTIMONIAL or endorsement advertising has proved to be an effective technique for a number of products and it is still widely employed. In using it, there are certain canons that should be observed.

If it is a serious endorsement, not just a funny (which can also be highly resultful), then the star needs to have some association or experience with the product category and should command respect for his authority with prospective users of the product.

John Walker and apple juice go together. Sir Edmund Hillary endorsing camping equipment has the appropriate status. Montana uses the endorsements of European wine connoisseurs.

Then he or she must appear as a credible user of the product. And it seems axiomatic that the relationship must be exclusively between the endorser and the product. So, when Air New Zealand signs up Alan Whicker as its advertising spokesman, it would seem to have made a good move. Whicker is known universally as a non-stop traveller and he should certainly rank as qualified to talk about air travel.

"losing his virginity". But John Kirk MP has produced evidence that Whicker appeared in BEA advertising in 1973.

Apart from the difficulty of recycling virginity, his previous appearance in airways advertising leads to all sorts of doubts about the credibility of any praise that Whicker may shower on Air New Zealand.

It could even be thought he was saying it only for the money.

Davis won't reply to Kirk's allegation that the payment for Whicker's services is \$200,000. Kirk suggests it's too much. Well, it's big bucks. For advertising Bulova watches, Kirk Douglas received only \$150,000 a year.

Fine focus blurs image

ADMARK'S September 12 page carried a story based on the latest BCNZ radio survey. Quite correctly, we believe, it featured news of the emergence of Radio Pacific as a serious contender in the commercial radio stakes.

A letter from Radio New Zealand's district manager in Auckland, Ron Wilkinson, acknowledges the accuracy of the story but calls our attention to "the not so obvious major gains for 12B where it counts."

He points out that 12B's losses to Pacific are principally in the daytime zones above 45 and overall above 55 and that 12B made important gains in the breakfast zone in both 25-29 years and 30-34 years.

We don't dispute it. The figures we did publish were for overall performance. The finer details of demographics are to be mined from the report itself and can't be handled in the confines of a relatively brief account.

Shanghai ad monopoly ends

Whether he's a respected figure (apart from as a TV tourist guide) in this country is a matter of opinion but many of us would think his opportunities for travelling Air New Zealand would be fairly limited.

But Air New Zealand's chief executive, Maurice Davis, has indicated that Whicker is a big banana on American TV and that's a mighty important market.

But Davis has also said that "When he fronts for us (Air NZ) it will be the very first commercial series he has done — anywhere in the world." And Whicker talked about his testimonial tie-up as akin to

THE Shanghai Advertising Corporation's monopoly of import and export advertising in China, reported in the Admark issue of September 28, has ended according to a report released in New York on the same day.

McCann-Erickson Jardine (China) Limited is a new joint venture corporation being set up in Peking to provide advertising services to western clients in China and to Chinese foreign trade corporations outside China.

McCann-Erickson, part of the world's biggest agency system, the Interpublic Group of companies, will be responsible for the

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professional and managerial aspects of the agency operations.

Jardine, Matheson and Co, a leading Hong Kong based trading firm which has been involved in Chinese trade for 150 years, will be responsible for relations with Government and commercial organisations within China.

Suburban hits the streets

A NEW fortnightly suburban newspaper, Southern News, has been launched in Wellington, with a circulation of 10,500. It is published by

Community Press Ltd which just over a year ago, introduced Eastern Suburbs News to replace INL's withdrawn Sentinel.

Response to the new paper has been excellent reports director Michael Veal who hopes that, like its sister paper, it will go weekly, probably early next year.

Also published out of the same offices as Community Press Ltd is the Karori and Western Suburbs News owned by the Kitching family.

The advertising sales structure is geared to selling for all three papers which means an advertiser can now cover 30,000 homes through three papers with one order.

The Community Newspapers Association is pushing hard the results of a recent survey which shows suburban papers have an exceptionally high readership and retention level.

Belle of the ball

IF YOU'RE selling equipment of any kind to the transport operators who make up the membership of the New Zealand Road Transport



QUEEN OF THE TAR... a six-tonne date

Association, the annual conference represents a golden opportunity.

And if you are a relatively young company with a new product, you need to make a fairly large impression to be heard above the clamour.

Bandag Industries, to promote its new and somewhat revolutionary retread product, decided to sponsor the conference ball, a prestigious affair catering for 800 people.

It turned to its advertising agency, Wood & Mitchell, Auckland, for suggestions as to how the sponsorship could best be used to exploit the product.

The result was that Bandag asked a truck to the ball — not just any truck, mind you — but the fastest truck in the world — six tonne "Waltzing Matilda", flown across the Tasman for the occasion.

It was easy to see that

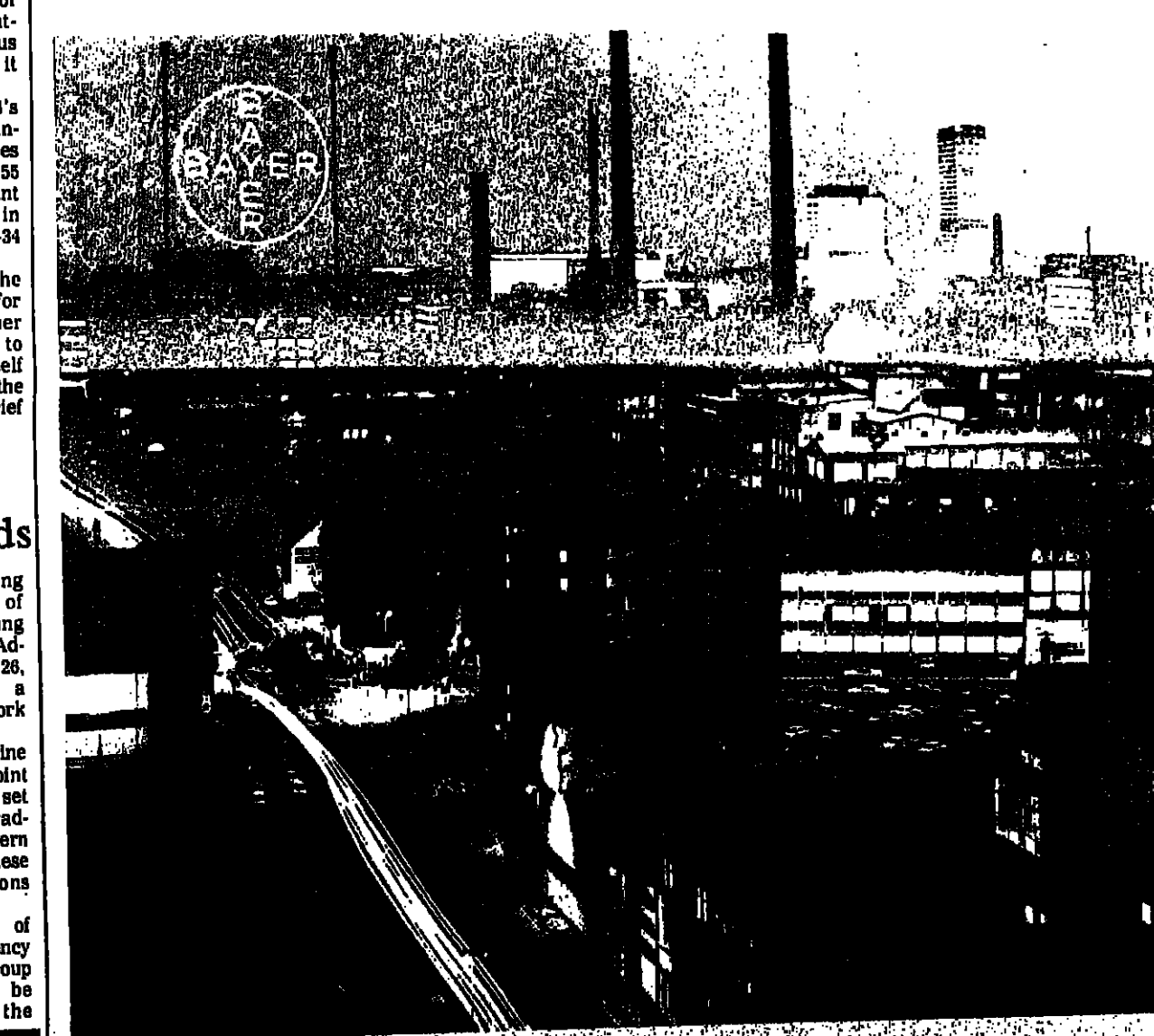
Matilda wore the Bandag name on all its tyres and for those who weren't looking, there was another way to get the message.

Country singer Ray Kernaghan was the driver and performed such numbers as "Matilda — queen of the tar" and "Bandag, we've been down that road before."

As a spin-off, Matilda was sent on a promotional tour around the North Island which included showing her paces on the straightaway at Thunder Park, Hastings.

Wood & Mitchell used Radio New Zealand stations to build public interest and awareness of the tour.

"Calls about Waltzing Matilda overloaded the switchboards, the stations told us," said Tim Wood, Wood & Mitchell's Auckland manager. "What those stations did for the promotion was magic."



A symbol of quality for 75 years

The Bayer works in Leverkusen, West Germany is one of the largest and most diversified chemical plants in the world. Overlooking the factory and visible for miles around, is the 120 metre high Bayer cross. As a company symbol it is one of the oldest and best known in the world. It was entered in the Imperial register of trademarks as early as 1904, and soon became a familiar symbol of quality. Today over 170,000 people work under the sign of the Bayer cross in all parts of the globe. Scarcely any other single branch of industry has had such far-reaching effects on our standard of living as chemistry.

Bayer is represented in practically all walks of life, with over 8,000 products including: dressings for clothes, paints for houses, furniture and machines, textile fibres, which are in many respects superior to natural products, plastics for the leisure, sport and road safety sectors.

pharmaceuticals and animal remedies for the prevention and treatment of disease; crop protection products as an effective weapon against hunger; and chalking raw materials for the surface protection of aircraft, trains, industrial equipment, domestic appliances and furniture. Last, but by no means least, Bayer can help with ideas for raw materials conservation and environmental protection.

The basis for all production is research, a field in which Bayer's world-wide expenditure in 1978 amounted to more than 500 million dollars.

Bayer thinks of tomorrow — today.

Bayer

Represented in New Zealand by Henry H. York & Co Ltd,
Hastings, Auckland, Christchurch.

Giving marketing a push — from the other end

by Ray Mazengarb

INCENTIVE marketing, the subliminal marketing tool that chases increased sales, is quietly becoming accepted by companies here. But it is not yet the big business it is in Australia.

It seems most New Zealand businesses still prefer the medium of advertising.

But Auckland-based Tonini Promotions, a subsidiary of WIT Advertising & Marketing, has been plugging incentive travel schemes for companies in the 1980s.

A day-long conference in Wellington included sessions on how to plan and operate incentive programmes, the tax

law implications, and case studies to demonstrate how such schemes can help marketing.

Incentive marketing, basically, chases the same end as advertising — increased sales. But it approaches the problem from the opposite direction.

Advertising is geared toward persuading the consumer to buy. Incentive marketing is concerned with motivating representatives, distributors and retailers to sell.

Its advocates say incentives can be used to generate enthusiasm for new products, encourage volume buying,



bolter off-season slumps, curtail absenteeism, attract new employees and increase productivity.

Introducing the concept — a kind of update on the carrot and donkey philosophy — Tonini managing director Noel Rugg said, "we're not talking about contests".

Contests offer a slim chance; incentive programmes, on the other hand, are so organised that everyone who participates can achieve something, he said.

The aim is productivity...motivating people to achieve more in their jobs by dangling attractive carrots before them.

Consequently the activity requires a high budget, depending on the number and value of the carrots a firm is prepared to feed out.

Tonini's Auckland competitor, Merchandise Incentive Co Ltd, works on the basis of merchandise catalogues presenting a range of "awards" that become available when targets are achieved.

Tonini's approach is a succession of "game" promotions built around golf, racing, rugby, poker parties and so on.

Rugg says merchandise

catalogues are useful as a once, but he says it's not the kind of approach that can be developed and built on year after year.

Further, getting the number of points necessary for a reasonable award can be a long-term proposition and enthusiasm can flag.

Tonini specialises in constructing multi-layer, continuing incentive programmes for its clients, (among them: Nestle, Luxaflex, Agfa, Ford, Hansella, Yocks and Air New Zealand).

Each programme is conducted in an intensive three to four month burst.

Tonini Promotions made frequent use of video tapes at its Wellington conference. The message was punchy and "hard sell".

One tape drew on Maslow's famous hierarchy of needs to show what incentives are all about.

People work harder for things that money cannot buy, social acceptance, recognition and self-esteem.

Planned incentive schemes which appeal to these needs are an effective marketing tool.

Travel awards can motivate for a much longer time than a lesser benefit, the firm

suggested — especially in international travel awards.

The winners should travel as a group, including members from various layers of the business, from management down.

The goal is greater productivity and thus higher profits.

Neville Tonini, the Australian incentive operator and joint owner of Tonini Promotions in New Zealand, talked about incentive campaigns run for Australian companies.

The incentive area was one of the rapid growth areas in Australia, bringing in millions of dollars each year he said.

But he warned that companies should start with low-budget programmes, working them up gradually according to the results.

Neville G. Tonini and Associates operates with client companies, the airlines and merchandise companies in Australia.

Today the area is sophisticated.

Because of the vast complexity of laws surrounding incentives in Australia his firm had retained a full-time tax consultant, Tonini said.

Among clients are insurance companies, oil companies, the

breweries, automobile companies and electrical appliance companies.

Tonini now has referred to it by advertising agencies. The agencies suggest that an incentive scheme is required, and work on to Tonini and his.

At the same time, Rugg, incentives can substitute for advertising.

If pricing policy distribution and timing are wrong, incentives do help. "It's part of the mix."

The key is to keep the incentive programme in the background.

Tonini runs the positive permutations through a computer before prices. Once coded out and a quoted, Tonini instructs clients against additional costs.

But incentives such as highlighted obviously are appropriate for all businesses.

A representative from record company said he "not too keen on the incentive aspect".

His company found that employees travelled out of the country, they did not want to come back.

But he conceded that incentives are more effective than a stick.

Fillip for Philips and kick for a shoe company

Tonini's "Reach for the Sky" campaign was mounted in Australia in 1978 to save Philips Industries from what might have developed into a liquidity crisis.

Philips had in stock more than 10,000 radiograms and huge hopes of moving them without upsetting the trade, since they would be forced to discount heavily.

The campaign was directed toward dealers. Launched in September that year, the message was "we

will plan your holidays". For each radiogram sold, \$25 otherwise lost in discounting) was converted to travel money.

All programmes were opened except for the first, which had a closed budget.

The more radiograms sold, the higher the reward. In just three months all radiograms were sold without upsetting the market and some 800 people won holidays.

Only administration costs came out of the ordinary advertising budget. The rest was by way of gross profit contribution.

The programme was short and snappy, and launched at the right time.

BP's programme — to improve sales — was called "Profit-makers '78" and aimed at dealers and forecourt people, and run on a points system.

It was a complicated programme. Country service stations had to be able to

compete fairly with the busier city stations.

The various petrol stations were divided into groups, based on petrol volume.

BP arranged additional deals through suppliers such as Dunlop. These deals were passed on to the service station operators.

The programme was launched by professional presenters and though at first sight costly, did not cost the company much because of a marked improvement in sales, and contributions from supporting companies.

Dealers and staff were given the opportunity to work toward an increasingly exotic range of holidays, depending on the targets reached — Hawaii, Fiji, and so on.

An additional incentive was added to boost oil sales, — large cheques which key people would hand over if their oil was automatically checked when they drove into a service station.

The first time these key people "did the rounds", only 30 per cent of the service stations did automatic checks.

By the third time, the response was some 90 per cent.

The New Zealand company has not conducted programmes here on the scale of its Australian associate.

The largest programme here cost \$60,000 — but the principles are the same: an organised assault at every stage in the distribution and sales chain, a programme that builds on the previous year's activities, and a regard to the pulling power of the travel incentive.

For Yocks (now part of Feltex), Tonini has conducted programmes for numerous

brandnames, in the watch, toy and consumer plastic product ranges.

Among these has been the continuing incentive programme for Glitzen watches, with each year's sales beating Tonini's projections by impressive margins.

By 1977 Yocks was into travel proper, offering trips to Fiji and so on.

Programmes were multi-layered, aimed at retailers, wholesalers and sales reps.

Tonini took a gamble when it



SALES BOOST... firms offer exotic incentive range

launched a programme for a shoe manufacturer which was in receivership.

Rugg pointed out it was an illustration of the importance of the client providing Tonini with all the relevant data. For instance, once sales take off, what are you likely to run out of?

The shoe company ran out of bootlaces.

But the programme pulled the company out of trouble and has been running it ever since.

Planning a profitable incentive programme

PLANNING and operating a profitable incentive programme requires many considerations. Among them:

• How long will the programme run? (It depends on the objectives.)

• How many participants will there be?

• Will the scheme be single level or multi-level, management or shop floor, retail or wholesale level?

• What is the product which is to be promoted, for its value will determine the cost of the programme?

Tonini talked about budgeting, creating a theme, launching the programme effectively and administering it efficiently.

And incentive programmes can be costly — many well into the \$100,000 range.

There are three ways to fund them:

• Out of the advertising budget. This means a closed budget and obviously restricts the value and number of prizes.

• A portion of costs from advertising, to cover administration costs, with prizes funded from gross profit contributions, either as a percentage or a set monetary value per item.

• Profit over the previous year's profit, or "incremental business".



THE DEPARTMENT OF BUSINESS ADMINISTRATION VICTORIA UNIVERSITY OF WELLINGTON ANNOUNCES "EXPORT MARKETING: CASE STUDIES OF NEW ZEALAND FIRMS"

David Cullwick — Graeme Fogelberg

With a forward by: The Right Hon. B.E. Talboys, Minister of Overseas Trade.

Success in overseas markets has always been, and will continue to be, of vital importance to New Zealand's economic progress and development. Government policy is to encourage New Zealand firms to develop their export potential to the fullest extent. Consequently, an increasing proportion of our companies are either entering overseas markets for the first time or are endeavouring to increase their current export

The importance of export marketing for New Zealand's future prosperity is clear. This book has been compiled with the purpose of documenting some of the international marketing experiences which a few New Zealand organisations have had. Hopefully, knowledge of these experiences and the problems encountered will be of assistance to both other exporters and potential exporters.

- | | |
|--|---|
| 1. Alex Harvey Industries Ltd.
Product: Roofing tiles.
Export Market: Australia.
Case Objective: Evaluation of exporting strategy for entering and developing this market. Implications of NAFTA agreement, market needs and production capacity for export planning. | 9. Kaukapapa Manufacturing Co Ltd. (B)
Product: Electrical Cables and Ventilating equipment.
Export Market: Australia.
Case Objective: Evaluation of export performance to date. Review of competitive pressures. Reassessment of approach to achieve export marketing success in Australia. |
| 2. Auteston Company Ltd.
Product: Logs.
Export Market: Japan.
Case Objective: Assessment of export market potential. Commencing exporting. Negotiating a contract with overseas customers. | 10. Moonlight Plastics Ltd.
Product: Livestock identification ear-tags.
Export Market: World-wide.
Case Objective: Evaluation of export development of small company focusing on export on a global basis. Assessment of future strategy to handle high rate of growth and limited resources of a small firm. |
| 3. Caledonian Manufacturers Ltd.
Product: Respiratory Humidifier.
Export Markets: World-wide.
Case Objective: Developing new export markets for a special purpose ancillary piece of medical equipment. Identification of factors preventing more successful export market development. | 11. New Zealand Dairy Board
Product: Processed Cheese.
Export Market: Jamaica.
Case Objective: Evaluation of proposal to help finance a processing plant so that market position can be retained and hopefully expanded. |
| 4. Derco (A)
Product: Lamb.
Export Market: USA.
Case Objective: Development of market entry plans for traditional product. Assessment of market demand factors and marketing factors to develop opportunity for frozen product where fresh preferred. | 12. Oceania Ltd.
Product: Kiwi Fruit.
Export Market: Europe, USA, Japan, Australia.
Case Objective: Export market evaluations. Development of marketing plans for a small specialist export oriented company. |
| 5. Derco (B)
Product: Lamb.
Export Market: USA.
Case Objective: Evaluation of an advertising and promotion campaign for primal cuts through Long Island, New York retail stores in 1969. Assessment of implications for marketing strategy. | 13. PDL Holdings Ltd. (A)
Product: Electrical fittings and accessories.
Export Markets: Australia, Malaysia.
Case Objective: Assessment of business policy and operations of firm, role of exports and the influence of leadership/management style of the Chief Executive in export development. |
| 6. Derco (C)
Product: Lamb.
Export Market: USA.
Case Objective: Evaluation of consumer research and test marketing of retail packages of lamb cuts in supermarkets in San Diego, California in 1976. Assessment of this approach in relation to future export planning and market development. | 14. PDL Holdings Ltd. (B)
Product: Electrical fittings and accessories.
Export Market: Malaysia.
Case Objective: Evaluation of Government incentives to New Zealand and Malaysia in relation to company's export policy. Assessment of factors influencing investment in off-shore manufacturing in Malaysia, including role of the Development Finance Corporation. |
| 7. Interlock Industries Ltd.
Product: Aluminium window hardware.
Export Markets: Australia, Britain, S.E. Asia.
Case Objective: Evaluation of integration, trade between domestic and export marketing strategy by small specialised company. Consideration of factors influencing global pricing strategy. Assessment of agent appointment and implications for off-shore manufacturing decisions. | 15. Union Steam Ship Company (NZ) Ltd.
Product: Shipping.
Export Markets: Australia — New Zealand.
Case Objective: Evaluation of factors influencing development of a profitable trans-Tasman shipping service. Assessment of demand and shipping requirements of exporters. |
| 8. Kaukapapa Manufacturing Co Ltd. (A)
Product: Electrical Cables and Ventilating equipment.
Export Market: Australia.
Case Objective: Determination of marketing approach to be followed to achieve satisfactory export results. | |

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Announcing NEW ZEALANDS OWN JOURNAL OF BUSINESS

The Department of Business Administration, Victoria University of Wellington, is pleased to announce the launching of a new journal of interest to professional business researchers and the business community. The purpose of this journal, which will be published annually, is to provide a forum in which research of interest to these groups may be presented and appraised. The main emphasis of the papers will be upon aspects of business and management relevant to New Zealand and will include articles from both academics and business managers.

NEW ZEALAND JOURNAL OF BUSINESS

Volume 1 1979

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Cullwick

The development of a vigorous manufacturing sector in the New Zealand economy is an integral part of national economic strategy. The focus of this strategy includes concern for increased international competitiveness in import-substitution activities, and the effective development of products and services with export potential. Key interest areas for management in such decisions include the potential sources of the technology, the needs of the market in relation to new technology, the importance of technology substitution in the industry, and the nature of acceptance within the firm.

Inkson

For too long, the human and industrial relations problems of the (meat-freezing) industry have been viewed, by managers, Government, and public alike, as being endemic and unavoidable, caused by factors beyond managerial control and therefore not solvable by managerial action. The writer believes that this position is not tenable; that while many factors about the industry do predispose it to conflict, these problems could often be avoided or overcome by appropriate action by management; and that a key priority for the industry should be to take rapid steps in the direction of training and professionalising its managerial corps (in the industry) and increasing their awareness of possible strategies for change.

Stuart

Manufacturers are receiving increasing encouragement to export. A product manufactured for a protected market will not necessarily be able to compete in international markets. The lack of technological innovation can be one of the reasons for this. This paper discusses the process of technological innovation and analyses the economics of investing in research and development.

Durden & Harrison

It is clear that the short-term impacts of company advertising (on sales of new vehicles) although discernible as beneficial have not been substantial; rather, the dominant factors have been financial and politico-economic...

Fogelberg & Grestorex

The separation of ownership and control has led to the development of a new elite group in society — a group of professional managers who do not own but exercise considerable control over a substantial part of resources. Virtually nothing is known about New Zealand's managerial elite... This study investigates this important social group — is it an open or closed group? — self-made or trained?

Gilbertson et al

This paper seeks to report on issues and problems associated with what became an action research project in a New Zealand hospital setting. The paper discusses the initial research intention, the setting, the entry phase, data gathering and site changes, the feedback meeting, the termination decision and the debrief phase.

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New Zealand owners quick to see the superiority of the first new concept family car.

New generation 3-T 1800cc engine exceeds initial economy forecasts — now proved to return up to 39 mpg.*

*From official AA figures quoted in their Motor World Magazine new car review of April/May 1979.

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Corona packs more usable room into its design than most other family cars. From the cabin with its deceptively generous shoulder and legroom to the wide, spacious boot — Corona is a car designed to give the family man room to move.

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Inside, superior appointments and traditional Toyota attention to detail. Outside, clean, classic and simple design born of wind-tunnel testing. Corona style will still look new long after many of its competitors look like old cars. That's why Corona holds its resale value.



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Finding the cream for that Pavlova Paradise

THE Pavlova Paradise quarter-acre dream house that turns seven out of 10 New Zealanders into investors has had its soft underside exposed by the National Housing Commission.

"The Price of Home Ownership", a consumers' guide to the real costs of buying a house, may well make some would-be buyers think again.

A big-time Sydney money-lender once said he had decided against buying a house at an early age because he had worked out that if he invested his money instead on the open market, he would be able to buy a house outright when he reached the age of fifty and still be in front.

That argument has some appeal. Should you ever get tied down by a mortgage that drastically affects your lifestyle or standard of living?

Are you as willing to change jobs, move overseas, or even have granny come to live with you, if it will mean that your once-in-a-lifetime investment will sell at a loss, or mean you have to give up the odd night on the town to keep up the mortgage payments?

The attraction of being able to ring up the landlord when the toilet is overflowing and, by right, tell him he had better get it fixed in a hurry, or have him drink your finest whiskey while he bores you with endless tales of bad tenants, is not to be put aside lightly.

Most of us are not big-time money-lenders, and if our hard-earned savings were invested anywhere else but in a house, we would probably do our dough.

That single-minded attention to investing, rather than frittering away, our disposable income, is really not everybody's bag.

But if you are tired of taking the landlord's choice of wallpaper and are contemplating your first venture on to the property market, or have already tiptoed into the garden of valuations, rates, and repayments, and are now counting the cost, take heed from the National Housing Commission's warning:

"There's a widespread belief that ownership of one's own home is a right. Whilst it could be claimed that the individual has some right to be housed, in fact the right is more correctly described as that of shelter, and that of ownership as one obtained only by the ability and willingness to pay for it."

Commission director Brian Conroy, who researched and wrote the guide, says: "Home buyers of 10 years ago hit the boom of the seventies and found their debt halved overnight."

"Their \$14,000 house, bought on a non-renewable mortgage of 6 per cent or 7 per cent, jumped to \$20,000 or \$30,000 and there was no way the lender could recover any more from them. They were making a profit while inflation took care of their debt."

Conroy says there is still an infatuated belief that the way to make your way in life is through the purchase of a home and there is a stigma against renting.

The commission, is worried, however, about those people who are rushing into buying a home without doing their sums.

As Conroy says: "It's not just a matter of meeting the payments of one or more mortgages, but the cost of feeding a house."

According to the guide, some typical examples of what you will have to pay to meet the fiddly bills are laid out in Table One.

Table One
A 12 YEAR OLD WEATHERBOARD HOUSE IN A DORMITORY SUBURB

Price:	\$28,000
Deposit from savings	\$5,000
First Mortgage: Housing Corporation 30 year loan at 9 per cent	\$20,000
Second Mortgage: Post Office Savings Bank 5 year loan at 11 per cent	\$3,000
At the end of 30 years...	
Total repayments and savings deposit	\$66,888
Rates, insurance	\$10,872
Maintenance (painting, re-roofing etc.)	\$10,500
Paid off after 30 years:	Cost: \$88,260

What about joining the madding crowd in the rush to "do up" that little "run down" house in the inner city? Table Two shows what that might cost you.

As the guide says, these examples will undoubtedly be challenged by some people trying to sell you property.

Those maintenance costs look a bit high.

But Conroy counters by pointing out they are based on the opinions of experienced Housing Corporation and Local Authority property officers who estimate maintenance at between 1 per cent and 1½ per cent of the property value.

The guide suggests that if your sums are challenged by people trying to sell, you counter challenge that they demonstrate to your satisfaction that they can give you a better deal.

The National Housing Commission already has 20 reports published. Putting out a consumers guide, however, is a departure.

The commission is better known for its five-year blueprint for housing policy, issued in March last year and its investment into housing research.

A considerable amount has gone the way of sociologists and economists who have produced such titles as "Housing preferences in New Zealand" and "Sources of Housing Finance".

Given the usual gestation period of between two and three years for major commissioned studies to produce an outcome, the seedling work of the early years is now paying off and commission research reports are now rolling off the Government printing presses at an increasing rate.

Coming out soon are reports on urban renewal and housing needs for special groups like the handicapped and solo parents as well as the first of a series of 12 reports on the state of housing in 12 regions.

For the first time, they will give a proper stocktaking of the age and condition of housing in the regions and are written with the growing breed of regional planners in mind.

But if in the past the commission has put its resources into back room research, it showed in May this year it was ready to come out of the closet, when it ventured into the consultative planning business.

For a day-long seminar it brought together some 200 people involved in the mortgage market to see what came out of having bankers, real estate agents, solicitors and academics exchange ideas and cross swords over the ideal future for housing finance.

Out of this came the commission's recommendations to the Minister of Housing for the return to the single mortgage concept, the introduction of transferable and inflation proofed mortgage arrangements and the suggestions for more advice to would-be home buyers.

Pressure from local bodies, solicitors and real estate agents at the seminar backed up the commission's growing conviction, gained from submissions from welfare agencies, that something is needed at an earlier stage for the apparently growing number of welfare clients who can't service their mortgage repayments.

Like the best of consumer guides, the strength of this booklet lies in its easy to follow

language.

It takes you from the "thinking about" stage to the "paid off" stage and points out the invisibles on the way.

At the buying stage, for example, there is the transfer fee (from \$150 for a \$20,000 house to \$288 for the \$50,000 one) and the mortgage memorandum fee, (\$140 on the \$18,000 mortgage to just over \$200 on the \$20,000 one).

Then there's the few dollars here and there for the land transfer fee, the mortgage deed duty and the transfer deed duty.

The quick calculation tables for flat and table mortgages at different interest rates and over different periods are useful for juggling the first and second mortgages up to the affordable limit of weekly outgoings.

But how realistic is the suggestion that the homeowner build up a weekly maintenance fund to pay for the emergency jobs? Very likely it would be depleted from paying the last job before

Table Two
A 60-YEAR-OLD WEATHERBOARD HOUSE ON SMALL INNER CITY SECTION — REQUIRES MODERNISATION AND SOME REHABILITATION

Price:	\$18,000
Deposit from savings	\$6,000
First mortgage: Building Society 15 year loan at 12½ per cent	\$12,000
Second mortgage: Housing Corporation Home Improvement Loan, 15 years at 10 per cent	\$10,000
At the end of 15 years...	
Total repayments including deposit	\$48,363
Rates, insurance	\$3,258
Maintenance	\$3,752
Paid off after 15 years	Cost: \$55,373

it built up to meet the next one.

No doubt there will be many ready to nit-pick the figures. But the commission has shown it is ready to move out of the area of research to provide more and more information for academics and planners, and into the real world of buying and selling.

So what about that problem, posed by the Sydney money lender — to rent or buy? The commission so far is

talking social generalities.

"It is possible that people, especially young couples, are changing their priorities on how to spend their disposable income... the days of buying a house and fittings before you announced your engagement are gone... nowadays the car or stereo could be taking a higher place than the section or the house in the household priority listing."

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Social Credit wave builds National tensions

by Colin James

BOTH the Labour and National Parties continue worried about Social Credit — and it seems they have good reason to be.

The latest Heylen poll suggests the Social Credit wave, far from receding, is rolling on.

And soundings by some people in the parties themselves lend support to the Heylen finding.

Over the past few months, the Labour Party has been paying much more attention to the Social Credit belt than usual. The north-western half of the North Island.

Leader Bill Rowling has been visiting towns in electorates like Hauraki seeking out and offering moral support to beleaguered labour forces.

A three-man task force headed by junior whip Richard Prebble earlier this month toured North Auckland, hotbed of Social Credit.

Another observer, whose judgment I regard as reliable and who has been through the Social Credit belt recently, considers Social Credit is continuing to gain in strength in North Auckland and is holding and maybe growing in the Waikato and Taranaki.

This observer, not a Social Crediter, thinks National is seriously at risk in North Auckland.

National Party sources suspect that throughout the Social Credit belt there are now considerable numbers of "Talpa blue dots" — a reference to known National Party supporters in Talpa who voted for Bruce Beetham in Rangitikei last year.

Social Credit itself earlier this month moved to strengthen its representation in North Auckland, appointing its finance spokesman and parliamentary research officer Les Hunter as candidate in Bay of Islands, the northernmost seat.

Last year's performance in Bay of Islands, where there was discontent over the candidate selected, Guy MacPherson, disappointed league supporters. They felt that with a stronger candidate they could have at least come close to winning.

Hunter should provide a stronger candidacy.

The league also continues to gain in membership. According to head office administrator Ada Rose the rise in membership — against the usual trend for a fall in the year after an election — has been more than 5 per cent this year.

Probably in seats like Kaipara a fair number of these also are National Party members having a bob-sawing. If your neighbour is a strong Social Crediter and the chairman of your local dairy coop is a National bigwig, it makes for a quieter life to belong to both.

But it nevertheless supports league contentions that its star is getting brighter.

And for every 1 per cent nationwide that their support rises, support in the key seats probably goes up by several percentage points.

It is against this background that the Heylen figures, taken mainly in the cities, need to be read. Any rise Heylen records may mask a greater rise in places like Hauraki or the Bay of Islands.

This dilemma has caused considerable tension in the party. Many of the rank and file, since 1977, have been



POLITICS

The actual figures of percentage support are not in themselves very important (though Heylen's last poll the week before the last election was very close to the actual result).

What is more important is the trends. To get a rough idea of what is happening in the graph.

From late 1977 the overall trend in the Social Credit line is up. The overall trend in the National line is down and that in the Labour line is roughly horizontal.

If those trend lines continued for the next two years they would take Social Credit up into the 30 to 35 per cent bracket, National down into the same bracket and leave Labour in the 35 to 40 per cent range.

Translated into votes such support would turn New Zealand parliamentary politics upside down, shattering the two-party setup both main parties have an important stake in.

Of course, it is not as simple as that. Drawing trend lines depends much on where you start. Trends based on 1979 movements only would tell a slightly different story.

And there is no knowing when the trends will change though what looked as if it might be the beginnings of a change in mid-1979 now turns out to have been only a hiccup.

Nevertheless, there is good reason for both parties to be worried.

Labour does not at the moment stand to lose seats to Social Credit. But for Social Credit to win or come a close second in a National seat it must first collapse the Labour vote.

Social Credit did this in Rangitikei and Kaipara last year and partially achieved it in other electorates where it did well.

The danger for Labour — which the party has recognised by including attacks on Social Credit strongholds in its marginal seats strategy — is that if it is decimated in the countryside and smaller towns, there may be a flow on effect into nearby National-Labour marginals.

Three cases in point: Whangarei, Hamilton and New Plymouth.

The danger for National is that a strong Social Credit puts its right flank at risk at the very time that its left flank is exposed to Labour in the marginals.

Trying to hold the line on the left may make the National lose seats to Social Credit.

On the other hand, trying to renege on ground on the right may lose ground on the left and lose seats and power in Labour.

This dilemma has caused considerable tension in the party. Many of the rank and file, since 1977, have been

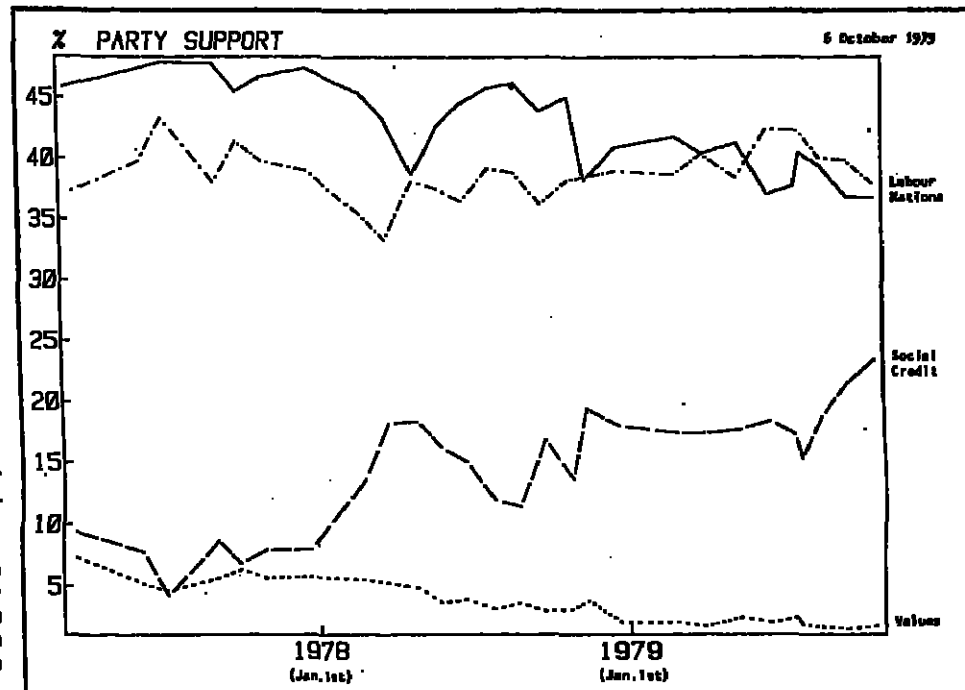
discouraged the party must vigorously reassert its private enterprise-individual initiative anti-state principles.

It is at this point that strategy and policy intermingle. Prime Minister Robert Muldoon resents an apparent intrusion by the party organisation into what he feels should be his territory.

According to parliamentary sources, this has led to some bruising encounters between Chapman and Muldoon that has brought their already shaky relationship close to breaking point.

After one such encounter a long-awaited caucus meeting, which Chapman was to address on strategy, was cancelled, much to the embarrassment of a number of MPs who do not share Muldoon's rigid view of the distinction between the two roles.

There is a strong belief that the gut reason for National's vulnerability to Social Credit is a hardening, and sometimes



irrational, anti-bureaucracy feeling that can only be countered by bold measures at Government level. In association with National Business Review, the Heylen Research Centre is now collecting information which may throw some light on why Social Credit support is growing. This will be dealt with in future articles.

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Mr. Donald MacDonald, National Sales Manager, Ralta Ltd; (left) and Mr. Ken Carney, Sales Manager, Hygrade Carton Division.

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Combo cover distorts value

THE NBR October 3 ran an article headed, "Term policy combines with super as life cover".

Several points raised deserve to be challenged because they appear to present a distorted view of the value of basic life insurance and its importance in our economy.

Some journalists when they launch a case on life insurance embark upon uncharted waters and generally founder when they try to compare life insurance with other investments. This is like trying to compare apples with pears.

Despite the priority which traditional life insurance should have in individual

financial planning for most people, there may still be concern about the effects of inflation on life insurance contracts.

We need to understand that life insurance is far from being a poor hedge against continuing inflation. Indeed, life insurance can prove to be a very good hedge against inflation for these reasons:

● Life insurance contracts are based on the level premium method whereby the premium cost remains constant throughout the term of the contract. If inflation continues, it simply means that the policy-owner is using 'discounted' dollars each year to create the increasing insurance value.

● Life insurance is one of the few remaining services in our economy where the dollar



LETTERS

premium cost has remained constant over the past 25 years or more. Consequently, policyowners have been able to purchase more life insurance at a level premium rate to offset the effects of inflation.

● Participating life insurance enables the policy-

owner to earn his share of higher investment yields from company investments by way of a tax free annual bonus as well as any savings gained from the mortality fund and savings in expenses, along with his allowable tax saving from premiums paid. In addition the claim or maturity proceeds are tax free.

The life insurance industry has an enviable record of performance in the investment aspect of its operations for well over a century in New Zealand. Stability has been the keynote.

Throughout wars, depressions, economic crises of all kinds, the professional investment experts in the life insurance companies have proved their skill and competence.

It is clear that life insurance

contracts must continue to be the prime means of guaranteeing the basic level of security which is required in the financial planning of most individuals.

Term insurance has its place. It has a vital role to play in giving temporary protection against temporary needs where the policy holder is unable to afford the protection by means of basic insurance.

In other words, he is only renting the security he needs. The statement in the article of October 3: "The need for his death cover has been diminished by last year's Budget's virtual abolition of death duties", is in fact more apparent than real.

The reason is that the statement takes no account of the effects of inflation. Using a nominal rate of 7 per cent

inflation the value of an asset will double over the next 10 years.

So, in 1982 with inflation currently heading towards 10 per cent we can expect to see a little gain, if any, on the death duties problem.

The exemption may be a but the estate continues to grow. Apart from that, a change in Government in the future could find us back to square one.

Finally, the scheme illustrated in graph 1 is combining term insurance with superannuation is a new.

Funds managed by the trustees which reflect the immediate movement in the equities and other securities, the portfolio are revalued weekly basis. Also, the life cover is based on a rate that is more than the open market.

In addition, there is no insurance fee charged, a management fee payable to outside fund manager.

Tables showing the effect of a 10 per cent a year rate on an annual investment of a given amount always attractive at face value.

But the end result may bear no relation to the eventual earning rate of the fund at the end of the term.

In the last 20 years we have seen a rash of 'get rich quick' deals, but, as the economic tide ebbs and flows it has been strewn with the wreckage of a number of ill fated propositions.

Caveat Emptor.
George H. Hargreaves
Insurance Consultant
Wellington

MPs support bill principles

IN NBR of October 17, C. James took a fair swipe at the National Development Bill. He agreed with him on one thing—the Bill is immensely important—and therefore the case for the Bill should be clearly stated.

Major projects can take years to battle through the jungle of planning procedures and approvals required before work can commence. Delays in getting on with new jobs being created, cause holdups in major energy projects, and are holding down the standard of living.

At the same time, present planning procedures don't permit environmental aspects of projects to be properly examined in an adequate way. The whole planning situation needs reform, but this would take several years. In the meantime a number of our projects could be held up, New Zealand cannot afford this possibility.

The National Development Bill brings together all matters required to be considered in determining whether a project should proceed. It is a better decision-making tool than the current system of ad hoc decisions and years of delay involved.

Evaluation of all aspects of major projects—such as mechanical plants—is a highly complex business. The Planning Tribunal, especially if augmented by a new committee of experts, is a better equipped body to handle such projects than the current system of ad hoc decisions.

The Planning Tribunal, especially if augmented by a new committee of experts, is a better equipped body to handle such projects than the current system of ad hoc decisions. The Planning Tribunal, especially if augmented by a new committee of experts, is a better equipped body to handle such projects than the current system of ad hoc decisions.

will be open to cross-examination on its audit of the environmental impact report.

The impact report and audit will be publicly available before hearings take place. In fact, the hearings cannot start until the environmental procedures are complete.

The record of Planning Tribunal would suggest that a sound impartial assessment will be made of energy projects. The Tribunal will be required to take into account a very wide range of considerations, as laid down in the 28 Acts. No doubt the Tribunal would as it has in the past, restrict itself to matters strictly related to the project in question.

But the planning requirements of the Town and Country Planning Act would continue to take into account economic and social aspects which are inherent in the planning process. This means that all the implications of the project will be reported on.

The Bill actually restrains Government powers rather than extending them. In the two major Acts dealt with in the Bill (The Town and Country Planning Act and the Water and Soil Conservation Act) Government decisions can presently be made without any legal requirement for public hearings.

The National Development Bill will force Government to provide full information, have it examined in public by an independent Tribunal, and face up to public report from the Tribunal.

This effectively provides for a check on arbitrary secret decision making by the State. Most of the procedures leading to consent under the other 28 Acts are presently dealt with in private.

The Bill provides for an appeal to the Supreme Court to make sure that the Tribunal in carrying out its role, doesn't take action beyond the law.

But it will prevent the merits or demerits of a project being argued again and again in different courts. Everyone will have their day in court, but not 10 years.

The objective of the National Development Bill is to make better use of our scarcest resource—time. It seeks to give better consideration to environmental issues. It makes a start in clearing up poor planning procedures put together in an ad hoc way over many decades.

The Bill may well be modified in some respects in the light of public submissions. But we believe that the principles in the Bill are sound and that it is necessary.

Doug Kidd MP
and Ian McLean MP

I WRITE in regard to an article by Warren Berryman (NBR October 3) entitled "Term policy combines with super as life cover". A more balanced presentation of additional important underlying facts would have been of great benefit to readers not familiar with the topics under discussion.

While there is a place for the type of investment Mr Berryman has suggested—it commends itself in particular to those of modest means without family responsibility who are working toward retirement, facts and common sense would indicate that the

place for such an investment is not as great as the article would have your readers believe.

To compare the tax free life policy yield of 5 per cent with a Government Stock of 13 per cent is misleading. A person on a tax rate of 60 cents in the dollar on the top portion of his income who invests in Government Stock at 13 per cent will be left with a net return of only 5.2 per cent after tax.

There has been no "virtual abolition" of estate duty. A person dying today with a dutiable estate of \$300,000 would have a duty liability of \$72,500, (with a full widow's exemption this is \$340 more than before the 1979 Budget). Taking Mr Berryman's figure of 18 per cent inflation, in three years' time this estate could have increased to \$400,000, which at the new rates would then attract a duty liability of \$96,000. Dutiable estates with a current value of \$300,000 are not uncommon at present.

The following points should be noted:

● Mr Berryman's high annual yields and large figures (some of them wrong) look impressive, but they are nothing more than estimates—nothing is guaranteed. Once allotted, bonuses on permanent assurance policies are guaranteed.

● The investment of \$850 per annum in the manner suggested by Mr Berryman at a compound yield of 10 per cent per annum for 40 years to produce \$374,500 is an inaccurate mathematical calculation only.

● In a super scheme such as the article describes a person's contributions are "locked in" until age 60 years—unless he goes overseas permanently or dies.

● It would be surprising to meet a person who planned to withdraw from a retirement fund at the age of 75 years, unless he were planning to become a centenarian. Age 65 years would be more realistic. An investment by a 35-year-old of \$850 per annum compounded at 10 per cent per annum for 20 years and then left to accumulate at 10 per cent for a further 10 years would yield \$138,900 (not over \$200,000 as shown on Mr Berryman's misleading graph).

● A super scheme always forms part of a person's estate. If death occurred at age 65, estate duty could reduce an accumulation of

\$138,900 in a super fund to less than \$84,000. By this point in time the suggested \$50,000 term insurance would have expired. In comparison a

\$50,000 whole of life policy (with a compounding bonus rate of \$26 per annum per one thousand) taken by a 35-year-old could be held outside his

estate and at age 65 would have a claim value of \$108,000. In the economic uncertainty which lies ahead of us all infinitely more

importance should be placed on security and guaranteed results.

John Brown
Wellington

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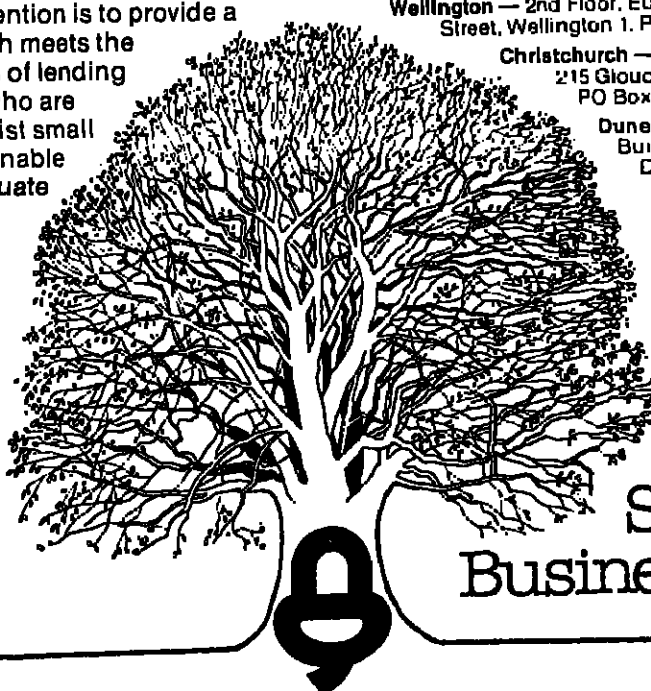
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Palmerston North—1st Floor, Burroughs Building, 105 Princes Street, Palmerston North. PO Box 1521, Phone 68-272.
Wellington—2nd Floor, Europa House, 117 Featherston Street, Wellington 1. PO Box 3090, Phone 723-141.
Christchurch—2nd Floor, Latimer View House, 215 Gloucester Street, Christchurch. PO Box 1566, Phone 737-578.
Dunedin—1st Floor, Tilo Centre Building, 101 Great King Street, Dunedin. PO Box 149, Phone 75-008.
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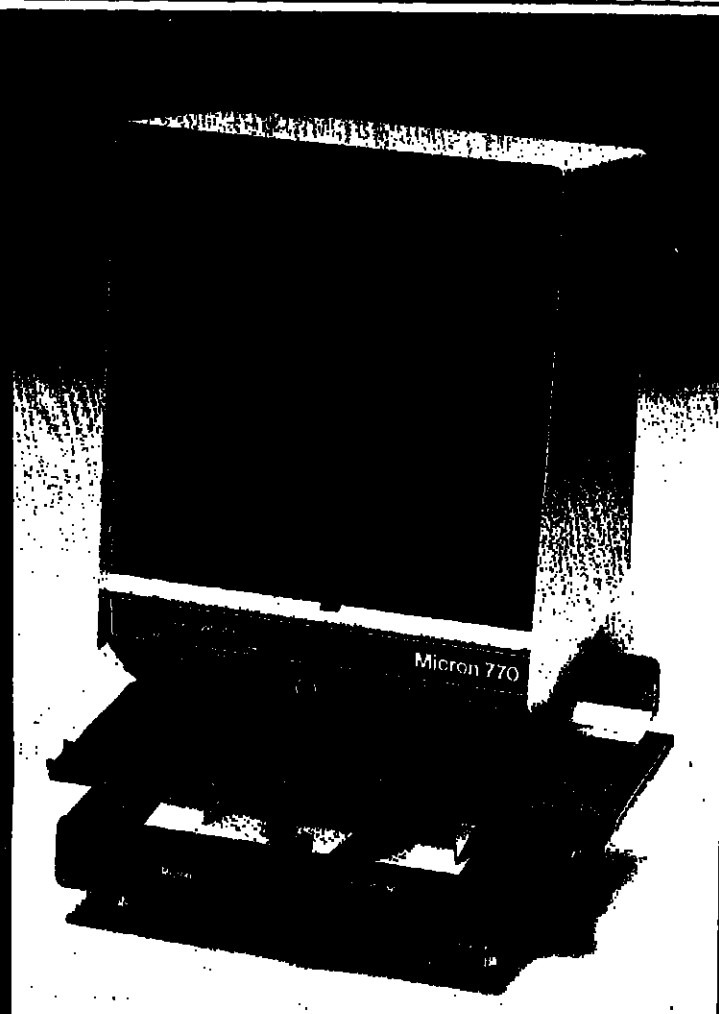
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6 clear winners from Micron

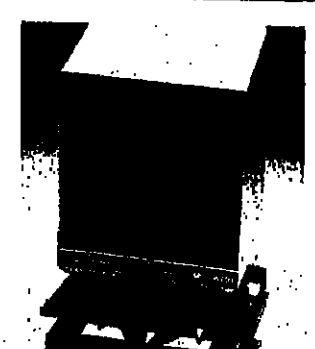
Every model in the exemplary Micron reader range features drop-in lenses, 3000 hour lamp with two position switch and fanless convection cooling. Ring us collect for a quotation. Wellington 851-388.

model 770 (The universal reader)

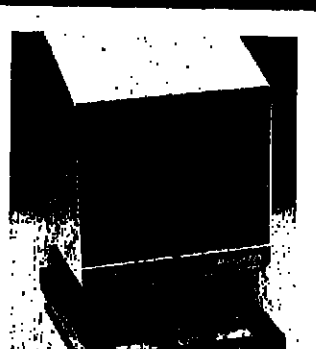
11" x 11" screen accepts all COM and document source fiche. Ideal for inventory control, order entry and record keeping systems. Non glare screen for easy reading.



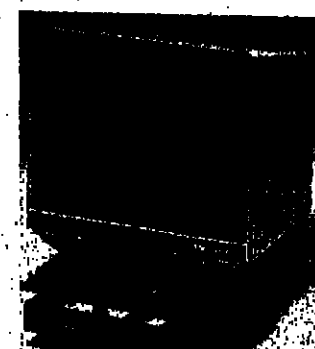
model 750 1/2 size desk top model. Where lack of space is a problem, Micron 750 is the answer. Though small in size this newly-styled reader incorporates all the big advantages of the Micron range.



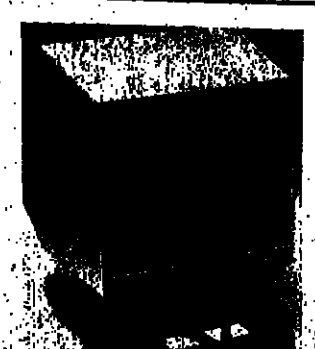
model 760 360° optical image rotation dual lens capability. Ideal for jackets or COM, projecting either source document or COM images with uniform sharpness.



model 775 Front projection 11" x 11" screen. Designed for performance and economy. Ideally suited for source document and COM applications in high ambient areas.



model 780 Full 14" x 11" screen convenience engineered for the user. Wide screen reader delivers standard source document and computer output images (COM) at FULL SIZE.



model 785 Full 14" x 11" screen front projection. Advanced optical system ensures bright extra sharp images.

Available from New Zealand's leading COM Company.



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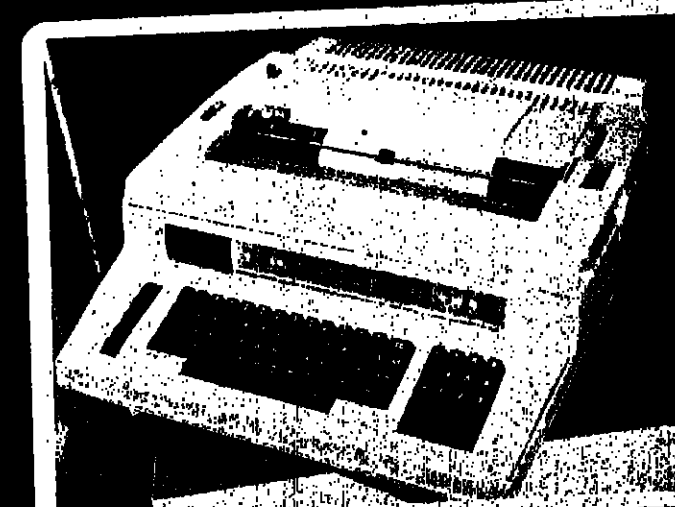
Insurance Investment

I WRITE in regard to an article by Warren Berryman (NBR October 3) entitled "Term policy combines with super as life cover". A more balanced presentation of additional important underlying facts would have been of great benefit to readers not familiar with the topics under discussion.

While there is a place for the type of investment Mr Berryman has suggested—it commends itself in particular to those of modest means without family responsibility who are working toward retirement, facts and common sense would indicate that the

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